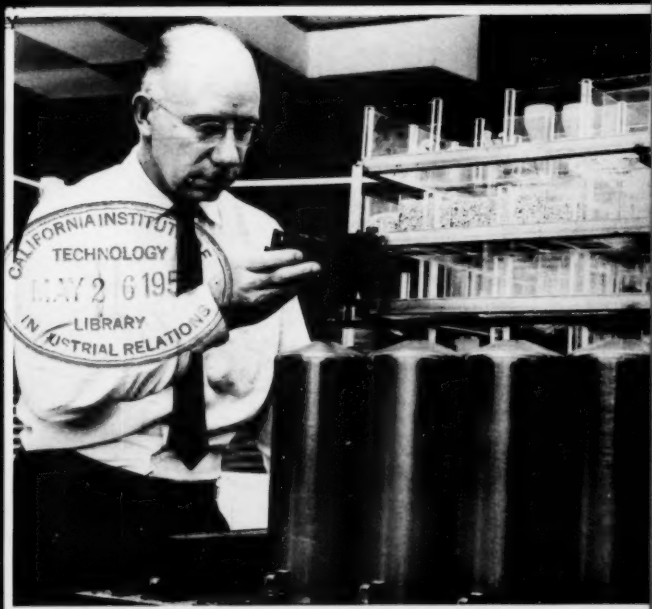


MAY / 1959

# Manage



- MANAGING TO PREVENT WAR
- RETIREMENT COUNSELING
- PROBLEM DRINKER
- EDUCATION ROUNDUP



...from the NMA president

## **Report to the Membership**

G. ELDON TUFTS

**The need for education** for future growth and strength of foremen and supervisors was recognized by the founders of our organization. Their philosophy is written in the NMA Constitution, (eligibility for membership affiliation in the Association provides that 75 percent of club programs be educational).

American industry has never known a time when its need for educated men and women was so great. For many years companies have sponsored scholarships and offered financial aid to educational institutions. Company policies have been provided to aid employees who wish to extend their own education.

• • •

The NMA staff realizes its responsibility, and works continually to improve our present educational programs. The Manager of Education, Manager of Club Service and the Zone Managers provide special training sessions. They also coordinate educational programs at both club and area council levels.

The Manager of Research and Development knows that NMA prospects for future growth lie in the continued development of better foremen and supervisors. The educational programs must be designed specifically for training management people.

• • •

All over the country I find NMA club officers programming educational courses and training sessions to suit their own club requirements.

(Continued on page 66)

# Manage



**MANAGING EDITOR:** *William W. Taylor*

**WASHINGTON CORRESPONDENT**  
*Stewart French*

**BUSINESS CORRESPONDENT**  
*William Freeman*

**BUSINESS AND CIRCULATION MANAGER**  
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## INSIDE THIS ISSUE

**Washington Report:** Nixon vote breaks tie and puts more "punch" into pending National Labor Reform Bill—Page 6.

**Heart Patients:** How industry can use these people effectively is outlined in a special report which eliminates the stigma saddled by the "coronary."—Page 15.

**Education:** Preparing the "whole" supervisor for his career as a professional management man. NMA pioneered this concept through study-discussion techniques.—Page 23.

**Good Managing:** To prevent war the Strategic Air Command must be near-perfect in the management of personnel and equipment.—Page 39.

*(See Back Cover for complete index of this issue.)*

### ON THE COVER

*A design engineer studies a scale model of a cereal processing building to determine efficient equipment layout. Tubular objects in foreground are scale models of grain tanks. Manage salutes the Food Processing Industry beginning on page 33.*

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**CIRCULATION THIS ISSUE: OVER 70,000, DOMESTIC AND FOREIGN.**

# LET'S CUT THE PALAVER

by William W. Taylor

Man *is* good. Deep inside each of us there is a streak which, when given the opportunity, will react with force *to accomplish that which is good*. Our society is not made up of a group of undesirable, inadequate, anxiety-ridden characters. There are some of these persons among us, to be sure, but they are the victims of our society and not the leaders of any social order.

Some industrial psychologists, even "top flight" management consultants, would have us believe that man is inherently evil or, at least, without substance to create or comprehend. Nonsense!

You and I have strong desires to do good, accomplish a given task, establish goals and strive to attain them. But no person is infallible. Many of us fall prey to the pressures of society . . . temptations of expedience, pleasurable immorality. These weaknesses don't change our basic character make-up, and anyone who claims this to be so is looking for an additional source of personal economic growth . . . "a quick buck."

• • •

When I was a youngster, most of the kids on my block carried a penknife or "scout" knife. We weren't waiting to stab someone, we carried it to peel "mickies" (these are potatoes, roasted in a bed of coals, which were considered palatable once they took on a thick hard crust of charcoal); we carried these knives to play "mumbly-peg," or to carve our initials in the fence. More to the point is the fact that, when we played baseball, we used as many and whatever kids we could find. This meant that we possibly had five or six men on "a side" or it was a "one-a-cat" (or scrub) game. We hadn't been organized into Little League teams, fully decked with uniforms and equipment. Every bat (*the* bat) we used was a coveted possession and was handled with care. The ball we used was taped (once the stitches broke and the cover came off) and re-taped with friction tape until it disintegrated. Nevertheless we produced men and women whose basic desire to do good, despite their "delinquent" learnings, helped win a war.

• • •

If our society, which each of us helps to establish, turns a man into an alcoholic, a criminal, an incompetent worker, even an inefficient supervisor . . . this does not say that basically and fundamentally one individual was not as sound and as inherently good as the next fellow.



We know that atmosphere environment, established in the home, in the school . . . *and in the Church* . . . helped to mold the man when he was still a child. A similar influence prevails throughout his entire life.

Before stretching out on the psychiatrist's couch we are told that some little quirk of our early childhood has probably brought about this anxiety we now feel. True. However, it is also true that some little quirk in our present nature might well have been established last year, last month, last week, or even yesterday. Let's not blame everything on our parents. What we learned as children was, and is, important. What we do as adults is also important. More so, because we, through a maturing process, have become better able to cope with the evil that surrounds us. We have supposedly reached that point where we can make decisions for ourselves. This is where the parting line gets tight and fine.

Depending upon environmental background, past and present, religious convictions and education, we make decisions to do right or wrong, we hedge or counsel, we are aggressive or non-aggressive, we are a multitude of possibilities.

Because the subconscious never forgets, and because each of us has, during his lifetime, experienced a wide assortment of "episodes" which have had some reaction on our subconscious, we have become our "selves." A different set of characteristics and idiosyncrasies makes up our outward appearance and dictates our daily actions. Whatever our pursuit in life, we inwardly want to do good. It is by being productive along the pathway of accomplishment that we gain recognition. This is the way our ego is bouyed to a level where our sights are re-set toward higher goals and greater achievements.

• • •

When rejects pile up, the department becomes lax, discouraged; but when the cause is remedied, a new and happier morale pervades the department. With certain segments of society condoning immorality, this immorality will spread, usually because it is easy. The tide can be turned into a morally richer life, just as easily, because there is that underlying inherent desire to do right. It is because his conscience is harder to overcome than his body, that the individual might often look and act . . . stupid and incompetent and immoral. Give him a clean slate and he will produce. Destroy the frequently injurious pressures of society and individual becomes whole, effervescent, willing and able. Let's cut out all the palaver to the contrary, *Man is good. God made him so.*



# Washington Report . . . .

. . . . for supervisors

by Stewart French

With a large measure of victory won by and for supervisors, thanks in no small part to the efforts of the National Management Association, the arena of the labor-management fight over the "reform" bill shifts in May from the open cockpits of the legislative chambers to the smoke-filled conference rooms.

## NIXON'S VOTE BREAKS TIE

During Senate debate on labor-reform legislation last month, an amendment sponsored by Chairman John L. McClellan (D-Ark.) of the Senate Rackets Committee narrowly won passage. It was Vice President Richard Nixon's vote that broke a tie which now puts additional "punch" into the Kennedy-Ervin bill.

Senator McClellan's amendment has won the title of a "bill of rights" for union members. The proposal has been hailed as a crackdown on crooks, hoodlums and Teamster boss James Hoffa. The vote marked the first defeat for Sen. John Kennedy (D-Mass.) on his labor reform bill.

Arguing that the amendment be rejected Sen. Kennedy roused the ire of Sen. McClellan who angrily rose to shout that senators voting against the proposal would be "voting against every dues-paying union member who is being explored."

The proposal won passage on the strength of the voting Republican members of the Senate who were joined by a majority of Southern Democrats, giving McClellan a hard-won victory.

## ❖ SUBSTANTIAL VICTORY FOR SUPERVISORS

The key measure in the labor-management reform controversy is the Kennedy-Ervin bill. This bill originally had the number 505, and in it was section 605, containing the highly-restrictive changes in the definition of "supervisor" as set forth in section 2 (II) of the Taft-Hartley Act. These restrictions had been written into the measure as the result of pressure from the Communications Workers of America, AFL-CIO. The CWA built its case on the asserted fact that some 20,000 "service assistants" in the telephone industry were excluded from bargaining units because a couple of Labor Board decisions had classed 198 of them, in special cases, as being supervisors.

During the open hearings on S. 505, the Committee received testimony against the restrictions in the definition from Joseph C. Shouvin, president of the Foremanship Foundation, Dayton, Ohio, and the Foundation's general counsel, Harry P. Jeffrey. The committee also received a vigorous statement in opposition from the National Management Association, pointing out that the proposed amendment to Taft-Hartley—

would actually place a large number of staff members, heretofore considered "supervisors," in the bargaining unit with production employees.

After the open hearings were concluded, the Committee met in executive session over a period of weeks to work out amendments to the bill on the basis of the testimony, statements, and other evidence presented.

Senator Wayne Morse, of Oregon, (former Republican who left the party when President Eisenhower became its nominee in 1952 and who is now a Democrat) proposed an amendment to section 605 which would take care of the specific situation set forth by the Communications Workers Union but do nothing more. By the narrowest of margins, 7-6, with two Democrats not voting, the Morse amendment was adopted by the committee.

In all, the committee made some 46 changes and amendments to the bill as introduced. The full committee then voted, 13-2, to report favorably to the Senate the bill with the 46 amendments. Thereupon,

Senator Kennedy (D., Mass.), who is subcommittee Chairman, introduced a so-called "clean bill," setting forth in a new measure those parts of his original bill which were approved and all of the committee amendments. This "clean bill" has the number S. 1555. One of the sections in Title VI of the original bill was dropped by the committee, so the section dealing with the definition of supervisor is now section 604, of S. 1555. It reads:

Section 2 (II) of the National Labor Relations Act, as amended, is amended by adding a proviso at the end thereof, as follows: "Provided, That this term shall not be construed to include service assistants in the communications industry."

By any standards, this is a big improvement over the "shot-gun" approach of the original language which was reported upon in detail by this column last month.

### THREE THINGS CAN HAPPEN

Of course, adoption by the full Committee on Labor and Public Welfare isn't necessarily the final word. When the bill comes up for debate in the Senate, any one of the following three things can happen: (a) the restrictions in the original bill can be restored as the result of union pressure; (b) the section (or any other section, of course) can be knocked out of the proposed legislation entirely, as the result of Republican conservative-Democrat opposition to what they consider the much-too-weak amendments to Taft Hartley of Title VI, which are in the bill as "sweeteners" to Big Labor; or (3) entirely new and different language can be adopted. But so great is the prestige and weight of committee amendments, especially bipartisan ones as is the case with respect to section 604 of S. 1555, that it is unlikely that any of the three will happen. Since the House version of the reform bill in all probability will be much less favorable to labor than the Senate one, it would seem to be a good bet that supervisors, and their national organization, the NMA, have won the round, at least.

## ☐ JUST FOR LAUGHS?

At the conclusion of the long fight in committee on his labor-management reform bill, Senator Kennedy issued a public statement in which he said, in part:

"This is an important day in the effort for labor-management reform—and a sorry day for the racketeers . . . . We have a strong and effective reform bill which protects union finances, insures members' rights to secret elections, and remedies abuses of trusteeships. This bill will make it unprofitable for hoodlums to infiltrate the union movement as it bars convicted felons from holding office, provides strict accounting of union funds to members, and gives the Secretary of Labor broad powers to investigate and prevent violations of the standards imposed by the measure. I am hopeful that the Senate will move forward quickly and act on this needed legislation."

## ☐ SERIOUS PROBLEM—SERIOUS APPROACH

However, his enthusiasm was not shared in any degree by the committee's ranking minority member, Senator Barry Goldwater (R., Ariz.). The next day on the Senate Floor, this Republican who won re-election last year in a head-on clash with big labor over the "right-to-work" issue sharply criticized the Kennedy bill as a "weak approach to a serious problem," and said:

. . . . . to say that this bill will effectively put a halt to the operations of James Hoffa is as far from the point as the Rocky Mountains are from Washington. But if he (Senator Kennedy) called it a reporting bill, then I would have to point out to him the many loopholes his bill contains even in that area. It reminds me of the labor leader who said "I do not mind a strong labor reform bill as long as it has plenty of loopholes." The bill now before this body has more loopholes than substance, more gimmicks than a carnival gambler has, and will do nothing more to James Hoffa and the likes of him than to give them cause for mirth.

# Letters . . . . to the editor

## Where's the Boss?

Dear Sir:

It would be greatly appreciated if I could receive from you a copy of the last July, August, or September issue of *MANAGE*. Actually I am looking for a particular article, that being the ode written about "The Boss." This intrigued me immensely and it also is quite accurate in many cases.

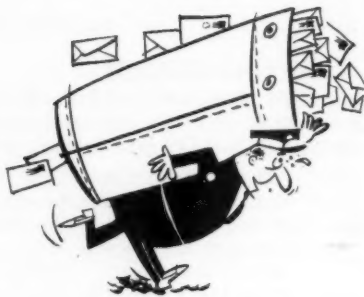
If you were to send a copy of this page, if possible, this would be quite satisfactory . . . *Tex D. Munson, Convair, Pomona, Calif.*

## Any Suggestions?

Dear Sir:

Dr. August Arbeitartz, our Director of Research, recently discovered that the human brain, when operating at 66 $\frac{2}{3}$ % efficiency, produces an energy of 0.6 watts and a voltage of 3 volts across the eardrums. By slight modification to its base, Dr. Dumpkopff converted the ordinary flashlight bulb so that it could be readily attached to the eardrums. These are called "Witlights."

Our Executive Vice-president, Mr. Sklavantreiber, ordered that all white-collar workers and administrators be required to wear Witlights during working hours so that Management



could differentiate between those exerting above and below normal mental efforts. Dim Witlights were grounds for imposing various supervisory penalties.

As Personnel Director, I have been informed by numerous white-collar workers that they refuse to wear their Witlights on grounds of the Fifth Amendment. Management insists that the Witlights be worn. My job is to serve Management without incurring extensive litigation.

How would you handle this? . . . *Morrie Rosenthal, Lockheed Missiles & Space Div., Van Nuys, Calif.*

## Don't Start Any Fires

Dear Sir:

Your recent article on Humanity and Space, appearing in the March issue seems to be in conflict with another article in the same issue. I refer to, "Labor and Management, Working Together."

In the one you claim that labor and management are always at each others throats while the second article refers to several ideal relationships.

Let's make up our minds. It isn't always the boys at the bargaining table who do all the name calling. Most newspapers and magazines apparently try to build a fire without any actual flames. Much of the name calling you talk about is done by people who never sat at a bargaining table. . . R. Farlowe, *Detroit, Mich.*

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### Thank You

Dear Sir:

Congratulations on your "Humanity vs Space" article in the March issue. We would like to request two dozen reprints of this article for distribution to members of supervision not affiliated with our NMA Club. . . D. D. M., *Brooklyn, N. Y.*

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### The Real Low-down

Dear Sir:

Your eminent expert, Mr. Sknul, certainly did a thorough job of explaining the real low-down of modern advertising techniques. I am sure our readers will find his exposition of immeasurable value.

Thank you for allowing us to reprint this material in ADVERTISER'S DIGEST.

Might I suggest that Mr. Sknul devote a forthcoming piece to a similar dissertation on personal selling. I am sure your readers—and readers of our SALES REVIEW would benefit . . . Ed Brenner, *Editor, Publishers Digest, Inc.*

## GOLD IS WHERE YOU FIND IT

An old "Forty-Niner" would never believe it, but there are times when even the discovery of gold is an unfortunate thing.

Specifically, gold can be a contaminant for high alloy steels if that popular precious metal is mixed in a batch of scrap purchased for remelting. F. N. Joyce, Manager of Scrap and Salvage Purchases for Allegheny Ludlum Steel Corp., said here today.

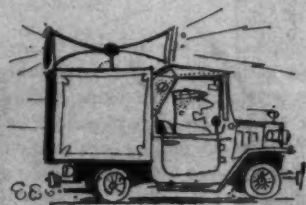
Mr. Joyce, speaking before the Metal Dealers Division of the National Association of Waste Material Dealers, cited a case where Allegheny Ludlum had discovered unwanted traces of gold in a truckload of Type 18-8 stainless steel scrap. Source of the yellow metal was the gold tips of stainless steel fountain pen points which had been scrapped from a production line.

• • •

This extreme example was cited by Mr. Joyce to illustrate the importance of cleanliness, classification and careful handling of alloy scrap to a high alloy steel producer such as Allegheny Ludlum. Nickle-bearing scrap is remelted in electric furnaces as one of the primary raw materials in making stainless and other alloy steels. Impurities and traces of unwanted metals can cause problems for alloy steelmakers, Mr. Joyce said.

# News Briefs

By LES SIMON



## An Aerial Highway

.... that will lead to the reclamation of a vast desert area is formed almost entirely with steel. In north central Arizona, the Glen Canyon Dam, biggest construction job in the country today, is taking shape, about 70 miles from the nearest habitation.

Second only in height to the Hoover Dam, it will rise 700 feet above the Colorado River to span the canyon's sandstone flanks. When completed in 1964 the dam will open up some 110,000 square miles of arid land in Ariz., Colo., Utah, N. Mex. and Wyo.

The steel industry was called upon to supply aerial highways of steel cable—sometimes referred to as wire rope—to transport five million cubic yards of concrete plus more than 35,000 tons of steel that would comprise the canyon's chief building material.

Both industry and agriculture should benefit from this massive transfusion of economic life and vitality.

## Air Pollution Survey

Allied Chemical Corp. recently released results of some extensive nose-

searching in the area of its Frankford Works plant in Philadelphia, Pa. Survey results unexpectedly showed the primary contributors to air pollution, even in the area adjacent to the Frankford Works, to be non-industrial sources.

The Frankford plant, operated by the company's Plastics and Coal Chemical Div., is one of the largest coal-tar chemical installations in the world. "All too often the accusing finger points toward industry, and the public forgets the contribution it makes to air pollution control," said A. N. Heller, air pollution control expert.

Mr. Heller said the purpose of the survey was not to excuse the plant from its fair share of odor pollution, but was to stress the importance of defining the relative contribution of a plant's emissions where there is a multiplicity of sources.

## Underwater Television

The Diamond Underwater Television System will be used during a six month program of exploration and salvage work in the Mediterranean Sea. Mr. A. P. Humphreys, President of the Humphreys Salvage Co.,



stated the diamond system is capable of successful operation in 300 feet of water, but they do not plan to use it at depths greater than 200 feet during this expedition.

The watertight stainless steel camera housing uses multiple "O" ring seals to prevent leakage. A  $\frac{3}{4}$ " thick Plexiglass window at the view end of the camera housing provides for clear vision.

In addition to the watertight camera the system includes a viewing monitor. Both units are especially prepared to withstand the corrosive effects of salt air and spray.

#### **New G-S Filtairette**

More and more, industry is facing the problem of how to cut down employee absenteeism and keep morale high in processes where the dangers of sprays and dusts exist. FILTAIRETTES combat the problem with a remarkably efficient and comfortable lightweight dust mask. The replaceable cotton filters cost only two cents each.

Because Filtairette Protective Masks weigh only one-half ounce and are so pliable, they fit the contour of any person's face, and there is a maximum of comfort to the wearer. These masks also can be worn with glasses or goggles.

The masks cause no breathing difficulties; in fact they allow more air than others, while at the same time trapping more than 400 different varieties of non-toxic dusts and eliminating spray hazards.

#### **The Intercom Phone**

... with a brain is a new concept in communications, designed to simplify and speed inter-office contact between top executives and key staff personnel.

Named the Executive Telephone, calls are initiated by simply pushing a line button without lifting the receiver or dialing. When the called party's phone rings and the receiver is lifted, a ready signal buzz-back tone sounds in the executive's set and only then does he lift his receiver to speak.

If the called phone is busy, a "memory" device seizes the switchboard circuit and automatically completes the call when the line is free. During this time, no other calls can



be originated or received by the busy phone. If desired, executive priority or cut-in privileges may be exercised by pushing the same button a second time, causing an automatic break-in on the conversation.

#### **Ultrasonic Dishwasher**

... is the latest "breakthrough" in this fast rising industry. High

frequency sound waves at 40,000 cycles per second, far above the range of human audibility, alternately compresses and decompresses the water in the sink, and will reduce the complete washing-and-drying cycle of 25 to 30 minutes for conventional dishwashers by about one-half.

Known as the "Vanguard," the new ultrasonic dishwasher will remove stubbornly-clinging food particles, it is equipped with a motor-driven pump and food grinder, an automatic sequence-time for controlled cycling of the power rinse, final rinse and hot-air drying phases and many other outstanding features.

Ultrasonic machines are used for military and industrial cleaning and degreasing. The aircraft, electronic and missile makers have been a major spur to the growth of ultrasonics. Before this development of ultrasonic

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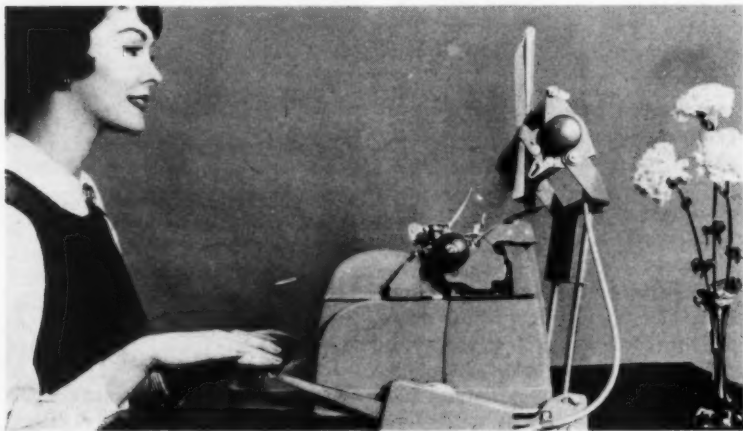
cleaners, jet-engine nozzles and oil filters had to be thrown away when dirty.

### Help Your Secretary

The new copyholder by Remington Rand is shown here with the new Remington Statesman proportional-spacing typewriter.

Called the Foldamatic Line-a-Time Copyholder, this new Remington unit extends only a few inches above the typewriter. With many new and exclusive features it can be tucked into the desk at night. Typist can look straight ahead when copying material instead of turning the head to one side. Copyholder is claimed to increase performance by up to 20 per cent or more. Remington made the first copyholder 45 years ago.

*Flowers, typewriter and typist—  
are "extras!"*



# HEART PATIENTS . . .

## Can Industry Use Them?

***Some considerations and statistics have been gathered especially for Manage readers.***

**Y**OU'RE SITTING IN YOUR OFFICE. Several of your co-workers sit with you. There's a sort of hush because you have just sent John Clark to the hospital with a heart attack. You've worked with John for ten years and you two have grown up in the company.

"Guess that finishes him in this work," one of your companions ventures.

"But, does it?" you ask yourself.

A lot depends on where John works, what he does, what kind of management and supervision John has, on the medical program of your plant, and on his own physician. The chances of John recovering from his attack are good. And the chances of his going back to his job at a later date are good, too.

Let's make *you* John's supervisor for the time being and see how the whole thing works out. We must assume you have a plant medical program, or at least have help and advice. For the sake of our little drama we are going to assume that you supervise one of the shops of a small plant which turns out machine tools. John was one of your lead men. He did some rather heavy work occasionally. Since the plant has about two hundred employees it has a full time nurse. Your doctor drops into your

plant for half a day a week. While he's there he looks about the shops, talks to the men, and does the examinations necessary. Besides this, he sits down and talks with the nurse, the manager, and you, or any of the other foremen who have a problem. It is these traits that mark him a good industrial physician, not just an employee examiner or a patcher of injuries. He knows you, your jobs, and your facilities as well as medicine.

Then the day of John's attack. You hear a flurry of excitement in the shop and rush out to see the nurse running to a slumped form sitting on the floor. Calmly, then, she makes John comfortable with a "shor" which she has authority to use because your doctor has been foresighted enough to leave written instructions on how to handle such emergencies.

And John is off to the hospital.

Now you are faced with a number

of problems, not the least of which is the question of whether or not it will be safe for John to return to work and safe for you as his supervisor to have him come back. Since you have a competent industrial physician who does your plant preventive medicine work, let's talk to him.

"Doctor, I have a lead man named John Clark who's in the hospital with a heart attack. Will he be able to come back to work?"

"Well, that depends on several things. Our first step is to get John to sign a release to his own doctor, so the doctor can tell us about his case. We always get the employee to sign this release of information because, as you know, the doctor-patient relationship is confidential. Industry should do nothing to damage this relationship. You as John's supervisor should visit him as soon as he may have visitors and get this re-

lease signed. I'll send it out to his doctor and we'll find out what John's condition is and when his doctor thinks he will return.

"As your medical advisor, I always recommend at least three months passing before I let men come back to work after a heart attack. One thing we don't want to do is rush things."

You assure the doctor that you will get the release and then ask if he would tell you a little more about the general problems involved.

"Let's take a walk out in your shop," the doctor suggests. While there you show the doctor the type of work John and his men do, the heating, lighting, and get an idea of how much of John's time is spent at various activities. You see, too, that John does not do much heavy lifting or strenuous pulling while he is "on the job" with the men.

### CHART I

#### ENERGY OUTPUT OF HEART PATIENTS AND HEALTHY MALES

##### Healthy

At rest.....	1.40 calories per minute
At factory job.....	2.13 calories per minute

##### Heart patients

At rest.....	1.30 calories per minute
At factory job.....	1.97 calories per minute

*These studies at Michael Reese Hospital in Chicago show that there is very little difference between the usual on-the-job energy requirements and loafing at home. They also show there is very little difference between the heart patient and the normal male in energy output.*

"Actually," the doctor says, "working isn't too hard on a man. Let me show you this chart. It takes as much energy to stay at home as it does to work."

Some time later, after the release has been sent to John's doctor your plant physician comes to discuss the case with you again.

"Most men with heart attacks are able to return to work, and John will be no exception. His doctor reported good progress and John will be home soon.

"Of course, the ultimate decision of whether he comes back to work or not rests with you, his supervisor, but I am going to recommend that you let him return.

"The requirements of his work for some physical activity will not stop him from doing a good job for you. I will recommend that he does not go full speed ahead for a while. Working in cooperation with his doctor, I think we can have him back to the full job in a few months. I know of some cases where men returned to very heavy physical work after a heart attack. On the other hand, I think we are doing heart patients and plant management a disservice to prevent men from returning to useful work just because they have had a heart attack.

"In John's case," the doctor continues, "I'm recommending that he not lift any weight over 25 pounds and not climb more than two flights of stairs in any day at work for the

time being. I've found, that unless we are talking about a day laborer, most supervisors are glad to have their trained men back to productive work with these limitations. Studies done throughout the United States show that many jobs require less physical work than the job title indicates. Rather frequently we can bring men back to jobs that would seem, without study, to be dangerously strenuous. In looking over your shop, I think most of the jobs there are of a nature which would not injure a heart patient."

"Well, doctor, you have relieved my mind considerably. John is a good man and we don't want to lose his services. I can see, however, that each case requires study. We have to be sure we are putting a man in a job he can do, both for his safety and for the safety of the organization."

Before the doctor leaves to take care of other duties he observes, "There are occasions with heart patients, as well as other handicapped workers, where they cannot return to the job they held before the heart attack or illness. In a number of cases, no matter how much clinical information and job evaluation are available, the only way to determine whether or not a man can work is by trial on the job. Although some risk is involved, trial at work is indicated if the health situation is stabilized and if the patient is anxious to work and has a realistic view of his own situation. Some occurrence of symptoms is as related to

## CHART II

### WORK CLASSIFICATION OF PATIENTS WITH HEART DISEASE

	Supervisory	Technical	Clerical	Skilled	Unskilled
Coronaries	16	8	8	42	17
Angina	3	3	4	37	12
Hypertension	2	1	0	9	18
Rheumatic Heart	0	5	1	4	1
Syphilitic Heart	0	1	0	0	3
Other Types	0	0	1	2	2
Total—Number	21	18	14	94	53
—Per cent	10.5	9.0	7.0	47.0	26.5

*This study of 200 cardiac patients who held jobs in industry shows the job demands made on them. It points out that many skilled and unskilled laborers are able to return to work as well as desk type workers.*

normal non-occupational effort as it is to job effort.

"At times the capacities of the individual match the demands of a number of jobs within the plant. Certain other variables, however, may complicate successful placement. Management may already be manning a number of jobs on a particular unit with restricted people. They can't use another man who in certain emergencies may effect the over-all efficiency of the operation. In such a situation they may feel unable to accept the individual under the conditions outlined by the doctor.

"In some cases jobs which fit the limitations prescribed may be already occupied by able bodied men. Placement of the cardiac may mean that these men have to be moved to less desirable positions. Co-workers

may sympathize with the heart patient's problems but not to the extent of agreeing to penalize themselves. In addition, there may be seniority rules which call for union agreement on the proposed move.

"The attitude of the family physician may have an important bearing on placement. He may not agree completely with the plant physician's estimate of the situation. If rapport is not established between the two doctors, the patient may be torn between conflicting advice and develop additional uncertainty and anxiety.

"Plant physicians like me cannot solve problems like this by ourselves. I think that if we ever have a problem such as this, you and I and your personnel man would have to study it carefully. We may have to bring the man's own doctor into the prob-

lem. We would try to give you the medical picture without breaking any confidences. Usually, the problem can be solved. Personally, I feel that if each employer tries to give his own handicapped workers attention when they develop handicaps, there would be considerably less of a community problem with the placement of the handicapped."

We could sum up this episode. Many men in industry suffer from heart trouble. Frequently they are

skilled men. Industrial managers and supervisors would be foolish to lose the services of these men if they can manage to place them in useful work. This is usually possible. It requires that industry know the men and their jobs. To insure the patient being under good medical care, and the proper job placement, a truly interested industrial physician on the manager's staff is one of the best means of achieving the desired result.

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## *Heart-Lung Machine*

A NEW DEVELOPMENT which started exactly a decade ago, when the first Heart Fund Drive was held, is the Kay-Cross Rotating Disk Oxygenator. Known more simply as the heart-lung machine, the oxygenator is an instrument which makes surgery inside the heart possible.

Dr. Earle B. Kay and Dr. Frederick Cross ushered in this era of open-heart surgery in Cleveland, and Pemco, Inc., a member of the Management Club of Greater Cleveland, has shipped more than 150 of these machines to all parts of the world.

The Kay-Cross machine must perform the job of both heart and lungs. It not only pumps blood, but also performs the function of the lungs which is far more complex. Venous blood—that which has circulated once through our bodies and is poor in oxygen but laden with carbon

dioxide—must be purified. The carbon dioxide then must be exchanged for fresh oxygen. In the Kay-Cross machine, venous blood is picked up on rotating disks. Only a thin film of blood adheres to each disk since they are almost flat. These disks then rotate the blood through an atmosphere of oxygen. Another pump circulates the blood back to the patient.

Each of the machines is custom made and all of Pemco's 40 employees have special skills to contribute to the assembly.

Before the development of heart-lung machines, only about 10 per cent of the youngsters born with congenital heart defects could be helped. Now more than 90 per cent are receiving the benefits of heart surgery with the use of this mechanical aid to medicine.

## BUSINESS NOTEBOOK



by WILLIAM M. FREEMAN

ONE COMPANY THAT IS SETTING A PATTERN for teamwork is the Kayser-Roth Corp., maker of various brands of hosiery, socks, swimwear, gloves, lingerie and other apparel. Chester H. Roth, who heads the concern, a \$100,000,000 operation, the largest hosiery manufacturer in the world, believes firmly that executives have the right to run things. Each of the parent company's operating divisions is a corporate entity by itself, with each executive firmly in charge.

"This is not a one-man operation," Mr. Roth remarked. "We are in an age of specialization. Our units must be headed by specialists. We have a management group, and no one man runs that, either."

Another concern that has embarked on—

### New Growth

—is the Eberhard Faber Pencil Co. of Wilkes-Barre, Pa., which has just activated a toy and game division. For 110 years the company has concentrated on many varieties of pencils and erasers. Now it is introducing an attractive line of toys. The first products include a paint-with pencils set, a color-by-number game and a ninety-six-page coloring book, with crayons included.

Faber shares control of the basic

ball pen patents with Parker Pen and is introducing 26 models of wood-cased ball pens for use in the office, industry, school and home. These will be in addition to its varied line of pencils and erasers.

Louis M. Brown, energetic president of the company, is not resting on the accomplishments thus far.

"It is starting all over again," he commented on the plans for diversification and expansion, just as if he had encountered still another Everest.

One more company that is—

### On the Way Up

—is Old London Foods, Inc., which started out in the Thirties as the King Kone Corp., making cones and other baked goods. The company started out as a maker of baking equipment. When Rudy and Morrie Yohai, the founders, sold a big order to a London baker they took time off for a tour of that city. On the return voyage, impressed by what they had seen, they decided to use some of their own baking equipment to turn out con-



sumer products. They wanted to make cones, the biggest and the best, and that was how the name of King Kone was chosen. At the same time they called their line of Melba toast and allied items "Old London." Now the Old London line has become so important, with many types of party and holiday foods added, that the concern has adopted Old London as its name. It has started a program of acquisition and merger with other companies on the way to national distribution.

Quite a different story comes from—

### **Big-Time Skiing**

—in Vermont. It may be a little late in the season for skiing, what with May flowers blooming, but Fred Pabst Jr., of the beer family, doesn't see things that way. He is a young man in quite a hurry. With know-how acquired at the Harvard Graduate School of Business Administration and as head of Pabst's cheese division he is embarking on a \$1,000,000 expansion program for the Big Bromley ski resort in Manchester, Vermont.

Mr. Pabst, a sportsman since childhood, built the first tow ropes in Canada and was the first to inaugurate the chain-store type of lift operation that is highly popular nowadays. At Big Bromley he is putting in a double-chair lift with foot-rests, an innovation, with a capacity of 900 persons an hour. The lift, built in

Spokane to his own specifications, is 5,750 feet long.

From a standing start as a clerk in the statistical department of Pabst he became manager of sales, advertising and research. As manager of the cheese division he advertised the product, Pabstette, as the first innovation as a spread in the dairy field since ice cream. His first order, 28 carloads, was obtained on the golf course by a simple device. He is an under-par player, but this time, playing with a prospect, he hit the ball off the first tee into the worst slice ever recorded. After that it was easy.

### **Contact Lenses**

—have considerable use other than by persons who don't like to be seen wearing eyeglasses. Some \$100,000,000 is being spent annually for them, and this represents a rise of 40 per cent in the last year.

There are now 4,000,000 wearers, against only 200,000 in 1950. All of this impressive rise has been achieved despite the fact that an individual prescription costs \$150 to \$300. In addition to those who do not like to be seen wearing glasses, there are many who cannot wear conventional glasses for one reason or another. Among them are actors, certain types of workers who must wear goggles or supplementary special lenses and so cannot use glasses, and many others.

### **Survey Service**

A field survey service has been developed by the Management Re-

search Institute, Port Chester, N. Y., to learn in advance what kind of help merchants would like from manufacturers in merchandising their products. The institute, which was established in 1944, is used by producers to assist in planning distribution functions to meet the needs of merchants, dealers and distributors.

Hartley W. Barclay, executive director of the institute, commented that "no one single factor is more important to the manufacturer in planning successful sale of his products than the formulation of the proper

policies of trade relations, merchandising and distribution."

### Car vs. Garage

Here's a story from Detroit about the man who set out to build a house:

"I'm thinking of getting a new car," he remarked to the architect. "How wide should the garage door be?"

"That's quite a problem," the architect replied. "Depends on whether you want a car or a house. I understand the new cars are going to have fins on their fins."

## Savings Growth Exceeds Debt

**D**URING 1958, AMERICANS added \$1.33 to their savings for every dollar increase in debts, according to information compiled by the Home Loan Bank Board.

The 1958 increase of nearly 18 billion in savings may have been spurred by the recession; more people were anxious to put a little something aside for future protection and security. At the same time, personal debt showed a sizeable increase last year, amounting to over \$13 billion. Thus the growth in accumulated long-term savings in 1958 exceeded the year's rise in personal debt by approximately \$4½ billion. In almost every year since 1947 the annual increase in debt substantially topped the year's growth in savings.

In all, accumulated long-term savings averaged out to around \$5,500

per household during 1958 as against \$4,000 in 1950. The dominant element in personal debt is on nonfarm household mortgages while the biggest single savings factor was in bank and postal savings accounts.

### Savings—Debt Trend

Year	Annual Additions to		Savings Growth Per \$1 of Debt
	Savings	Debt	
1950	\$ 5.7	\$12.5	\$0.46
1952	11.5	13.2	.87
1954	13.7	11.6	1.18
1956	13.0	15.1	.86
1958(P)	17.8	13.4	1.33

(p) Preliminary

Sources: Home Loan Bank Board; Fed'l Reserve; Dept. of Agriculture; Institute of Life Insurance.

# EDUCATION . . . .

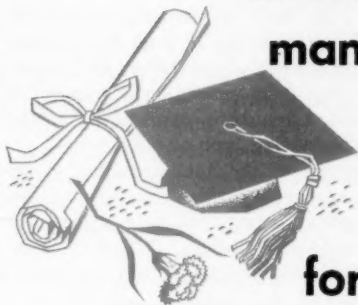
THE HIGHLY COMPLEX technological industrial pattern of the second half of the 20th century would immediately suggest that it is highly improbable that a four-year university education is by any means sufficient. Many educators and industrial training directors concur on this point. Even five years of campus life is hardly ample, they agree. It is therefore necessary for added training devices to be built in and utilized by industry to sufficiently acclimate a recently graduated student to the particular complex of his new employer.

This thinking is concerned, for the most part, with the accumulation and practice of company know-how as it may vary from the norm, and particularly as it veers from the theoretical applications learned in school. Upon leaving the campus, textbook and lab, the graduate suddenly finds himself in a land of practice, production, and company methods, policies, particular systems. These are areas in which his formal education was considerably limited. Such as the young clergyman who complained that, "... but they never taught us anything in seminary about staging a church bazaar or cake sale."

## **A Tremendous Problem**

Certainly the education and development of modern managing personnel presents a tremendous problem. It also, by necessity, transcends

of the  
whole  
man



for  
professional  
management

the usual company training program. That is the reason why so many management-development executives look increasingly to the university and college campus for added assistance in the presentation of their educational programs.

With few exceptions, this is the reason why these same executives encourage continuing participation in educational devices offered by the National Management Association and other voluntary educational groups. Frequently those companies with outstanding training programs of their own strongly support NMA manage-

ment development programs on club, regional and national levels. Conducted by members of the management team, the planning, organizing and directing of the program is in itself an invaluable type of educational development experience.

As with all forms of education, there must be an underlying desire on the part of the individual, for personal development and progress. It has often been expressed that the NMA club type of educational program, or the administration of the program, provides this kind of impetus among members collectively and individually. A "climate" is established which is hard to escape.

### **Need for Imagination**

The activities in the direction of education and development, as witnessed within the structure of the club and regional conferences, soon become limited only by the willingness to expend effort and an expression of imagination. Once the objectives have been established as to the nature of some future training program, activities will come to mind which, when detailed, will achieve these objectives.

Continuing appraisal of the effectiveness of the objectives and the program is necessary throughout the entire course of participation. There must be within the body of the group a strong coordination between objective and program. The coordination, together with the planning and directing as mentioned above,

will not only provide an added medium of educational development, but will strengthen the unity of professional management's supervisory team. This point has been proved in so many cases, throughout the history of the Association, that to mention specific areas of achievement would be denying many worthwhile efforts expended elsewhere.

### **Scope of NMA Education**

The documentation of the full scope of educational activities within the framework of the National Management Association is virtually prohibitive. The very nature of the approach to the educational needs of a company-sponsored club or a city club will vary from company to company and from city to city. Nevertheless it can be safely stated, and with conservatism, that NMA training devices and techniques have pioneered to improve the managerial capabilities of American supervisors and foremen.

Testimonials from top management executives throughout the country and in practically every aspect of the nation's industrial force attest to this fact. Such witness, from the top levels, cannot be quickly discounted. The very enthusiasm with which top management views the over-all program of NMA is, by itself, a ready-made testimonial.

### **"Broadening" the Man**

Generally, as the needs vary, so will the educational programs and directions vary. Where the com-

munity, for example, sees a need for the development of its youth, in areas of industrial opportunity, clubs have sponsored forums, plant tours, scholarships and a host of other activities. Plant tours, in themselves, have provided a new vista of the industrial scene for many supervisors. Carefully planned and supervised, these tours can open eyes and minds to untried techniques and methods. Textbooks and superlative speakers or lecturers can seldom accomplish as much as a well-organized tour.

More and more, as the saying goes, the cry is being heard on all fronts to urge men and women everywhere to take a greater interest in community affairs. P.T.A. meetings, "get-out-the-vote" campaigns, participation in church activities, assisting or training others for community chest projects . . . all leave their mark on the individual. These are the broadening experiences which tell us more about our respective communities and awaken a desire to make things better for the greatest number.

Both in the "broadening" areas of participation in community projects and in specific management developmental projects, at every level, American men of management will reap untold rewards. How these rewards will be measured will depend on the individual. They may represent merely a gratification of a job done, or they may induce and inspire further accomplishment, they may bring about increased status in company

and community. Whatever yardstick is used by the individual, he will be a better man, with increased value to family, and to his immediate society in general. His productive capacity is increased and his outlook on the community will be widened.

### **Improved Relations**

Throughout the entire area of NMA-sponsored educational or training activities and programs can be found an aura of improved relationships among the membership. This includes an ever increasing rapport between men of management not at different levels, but between all levels of management. Here is created an improved understanding of human relations.

It is this type of education that can only be achieved within the realm of programs as established through NMA participation or other voluntary organizations. It is not to be achieved while on the campus, when the student is still to be initiated into the realm of practicing the theoretical.

If we are to approach the remainder of this dynamic and complex century in the history of man, we will need continued fortification against ignorance and simple know-how. Our people, in every walk of life, need a continuing educational outlook. Even the housewife of today has to have a fair background in electronics just to wash and dry clothes, use the disposal, wash the dishes.

## Results of . . .

# BOWLING CLASSIC

A TOTAL OF 2305 MEN participated in the 11th Annual NMA Bowling Classic, held in March, at South Bend, Ind. The bowlers represented 448 teams competing either in person at South Bend or by telegraph. Actually, the Michiana NMA Council, on behalf of the recreation committee of the National Management Association, played host to 284 teams, plus recording the scores of the additional 164 telegraphic entries.

"Aircraft Wheels" representing Bendix Products, South Bend, emerged victorious at the end of the tabulation. Second place honors went to the "Leftovers" from Taylor

Forge and Pipe, Gary, Ind., and third place to the "Beavers" from Haynes Stellite, Kokomo. Highest scoring among the telegraphic entries was achieved by "Department 31" of Con-vair which registered fifth in the final standings.

The top 20 teams are tabulated be-



Members of the "Aircraft Wheels" bowling team which took top place honors at the recent 11th Annual NMA Bowling Classic. Holding trophies are C. W. Meyer, K. Martin, R. Palmer, M. Golata (captain), and C. Moore. In the foreground are assorted team and individual trophies.

low. Reports of the tournament have been mailed to each team captain.

Travelling from Marietta, Ga., to South Bend, the representatives of the Lockheed Management Club took honors for traveling the greatest distance to compete. Individual honors

went to E. Fewell of the Haynes Stellite Co., member of the Kokomo Foreman's Club, with a three game score of 659. R. De Groot of Taylor Forge and Pipe Works, a members of the Gary Management Club turned in the highest single game score of 255.



### FINAL STANDINGS---TOP TWENTY

PLACE	TEAM	COMPANY	ACTUAL	HDCP.	TOTAL
1	Aircraft Wheels	Bendix Products	2847	276	3123
2	Leftovers	Taylor Forge & Pipe	2742	363	3105
3	Beavers	Haynes Stellite	2659	435	3094
4	Controlled Variables	Bendix Missiles	2624	447	3071
5 T	Department 31	Convair Mgm't Club	2629	429	3058
6	Cotton Pickers	Bendix Missiles	2524	531	3055
7	Hurricanes	Scully Jones	2691	363	3054
8	Main Office	American Steel Fndr.	2765	288	3053
9	Columbus Vigilanties	No. Amer. Avia. Inc.	2759	288	3047
10	Bendix Wonder Boys	Bendix Prod. Div.	2698	348	3046
11	Taylor Forge #2	Taylor Forge & Pipe	2759	465	3044
12	Inland Management	Inland Steel	2710	333	3043
13 T	2nd Shift Foremen	Buffalo Westinghouse	2747	294	3041
14 T	Factory Service	Buffalo Westinghouse	2596	444	3040
15	Plt. 3 Aircraft Jets	Bendix Products Div.	2756	282	3038
16	Pipe Shop	National Tube	2458	579	3037
17	Stubnitz Greene Ofc.	Stubnitz Greene Co.	2693	333	3026
18	Oliver Plowmen	Oliver Corp.	2531	486	3017
19	Bumbadiers	Amer. Steel Ind. Div.	2614	402	3016
20	Utilitrucs	Clark Equipment	2529	486	3015

T—Telegraphic Participants

A well-known author tries his hand  
at explaining the facts of life.

by Dave Ashbaugh

The  
BEE  
and  
ME



I HAVE ALWAYS HAD THE IDEA that children should know the facts of life while they're still young. I wish I knew where I got that idea because, right at the moment, I'd like to take it back and exchange it for something that fits; maybe an idea about mountain climbing or one or two thoughts on marine life.

The other evening I noticed an unattached daughter of mine wandering around the living room, apparently looking for something to do. Clearing my throat, I half shut my eyes in the manner of a wise but indulgent parent. "Look," I said, "you're eight years old. Perhaps it's time you were told certain things . . ."

"You're sitting on them," she said suddenly.

"Sitting on what?" I asked in alarm. "I was just going to talk to you about baby sister."

"My water colors. I have to make a map of North America. Baby sister threw your shoes in the bathtub and got spanked and Mother's putting her to bed. I got to make a map and you're sitting on my water colors."



"I'm not sitting on anything," I said, slightly deafened by the rattle of her charm bracelet.

"Get up," she ordered. "North America is binded—I mean bounded on the south by the Gulf of Mexico."

"It's *Gulf* of Mexico. Your water colors are probably in the refrigerator where Mother hides everything. Now sit down here for a minute. You know, of course, that most growing things come from a tiny seed."

"Even lightning bugs? Could you get me some lightning bug seeds and I could plant them and next summer I'd have enough to light the garage and we could have a play. Oh boy, would the other kids be jealous!"

"That's not the idea," I said. "For instance, Mother and I didn't always have you and baby sister."

"Who had us?" she asked, looking at me suspiciously.

"That's what I'm getting around to. Now most growing things come from seeds. However, strange as it may be, birds come from eggs."

"Did you and Mother have birds before you had us? Birds only have three toes. A boy in my class has six toes. I wish I had a bird. I wish I had a Poll parrot, really."

"But first we'll take flowers," I said. "In the beginning there weren't any people to go around planting new flowers. So the little honey bees carried pollen from flower to flower."

"How? Did they have a little basket? I got stung by a bee last summer but I didn't see any little basket. How did they . . .?"

"On their sticky little feet!" I yelled.

"You don't have to yell," she said quietly. "You always say to me don't yell and then you yell about stuff."

"Okay, brighteyes," I said, sinking back. "You've scored a point but don't let it go to your head. Now, the pollen helps to start new flowers. There are two kinds—little girl pollen and little boy pollen. Do you understand about pollen?"

"Uh-huh. Daddy, may I have five hundred dollars?"

"Sure," I said, my voice cracking a little. "Will five hundred be enough? I suppose you need a new writing tablet and some loose change for recess."

"Well then, can I have five dollars?" I got up and went to the stairway. "Eight's too young," I shouted.

"Eight's too young for what?" asked my wife from the bedroom.

"To be told. I only got to bees."

There was a slight choking sound from above.

"Why didn't you start with birds and eggs. It's easier that way."

I went back and sat down slowly. "Birds," I said, "build nittle lests—I mean, little nests—then the mamma bird. . ."

"I found my water colors," she said. "Guess where they were? On the south is the Gulf, on the east is the A-lantic and Canada is—where is Canada, Daddy?"

I picked up the sports page. "In the middle of the Yankee Stadium!"

# *Future, Ltd.*

by "Margie"



*I came to this firm to be definitely,  
A speedy, efficient secretary,  
But I secretly hoped, eventually,  
I'd meet my ideal, and we'd marry.*

*The only eligible bachelor I've met  
Is one I'd be happier just to forget.  
There are dozens of men with both charm and money,  
All legally labeled as somebody's honey.*

*The longer I work here the plainer I see,  
That unless I will settle for age sixty-three,  
And a fast game of chess for a late evening date,  
I'd better leave here before it's too late.*

*Though my typing and shorthand may even get better,  
Father Time won't improve how I look in a sweater!*

# The Foreman . . .

## . . . and the angry machinist

by S. R. Tralins

THE THREE MEN IN TINY'S DINER fell silent when Hack came in and slid into the booth beside them. They exchanged anxious glances and waited for Hack to speak.

"What're you guys looking like that for," he said finally, unsmilingly. "The end of the world ain't here just because that odd-ball machinist came into a lot of dough and bought the plant out from over our heads."

The eldest of the three men frowned. "You fired that odd-ball, remember?"

"He deserved it," Hack said bitterly.

"And he swore that someday he'd personally fire you—he swore that he'd buy the plant just to have the pleasure of firing you."

Hack shrugged at the words. The waitress brought him his usual black coffee and he stared at it. "That was three years ago," Hack said without looking up. "A man just don't bear a grudge all that time."

"Nobody ever called Odd-ball Bryant a man before," said one of the others. "He ain't normal and he ain't human. Still, it's a rough spot for a man to face—losing his job like you're going to—after twenty-two years."

"Have you any prospects lined



up for getting yourself a new job?"

"Hey, you guys! Stop talking to Hack that way. How'd you like it if you were in his shoes. He must feel bad enough already."

"That's all right, Ed," Hack said. "I guess I got it coming. I always tried to get the most out of my men and maybe I've been a little too hard on them."

"That's what I always say," one of the others piped in, "it doesn't pay to be hard on men just because they don't produce—take it easy with them and they'll come around."

"Baloney!" Hack said bitterly, "I *was* easy with Bryant and I did everything I could to straighten him out. But, not only was his work poor, but he goofed-off all the time. When I caught him starting a crap game in the washroom, that was when I gave him the axe. I'd say he deserved it."

"Knowing what you know now, Hack, would you do it all over again?"

"You're darn right I would!" he

stormed, "and I'd keep on doing it over again—that, that Bryant was absolutely the worst machinist I ever had work under me. And after all this time—three years—I still remember how crumbly he was."

"It's been nice knowing you, Hack, real nice. I guess he'll give you the axe when you see him this afternoon."

"No," Ed said, "Bryant wouldn't do a thing like that in private. He'll do it at the meeting in front of all the employees—he'll want the humiliation to be complete."

Hack swallowed hard and kept on swallowing hard until they massed in the cafeteria for the meeting. The word was out that Hack was about to get the axe and all eyes were fixed in his direction. Still, he did not flinch. He sat there woodenbacked, patiently waiting for the new plant owner to make his entrance.

At last he was introduced to the employees by the former plant owner and he stood up to address them. From his seat in the front of the audience, Hack felt the hair at the back of his neck prickle as Odd-ball Bryant stepped down from the stage and approached him.

Unexpectedly he stuck out his hand and shook Hack's hand. "Come up here, Hack."

He followed him stiffly, walked up the three steps to the stage and dumbly stood there looking out at the sea of faces. The Odd-ball had turned to face the employees and was saying: "You all remember my vow

to someday come back here and fire Hack, don't you?"

No one answered. A heavy cloak of strained silence fell over the audience of employees, each of whom were searching their memories if they too had in some way offended Odd-ball Bryant three years ago.

"Well," Odd-ball Bryant laughed, "I've returned and I'm about to keep my promise!" He turned to Hack and a thin smile was on his face. "Hack!" he said at the top of his voice, "from now on you're hereby discharged from all duties as foreman of the machine shop. Instead, I'm promoting you to plant superintendent!"

A hush fell over the great room and Hack stood there blinking in disbelief. His mouth dropped open and he was absolutely dumbfounded.

"I've never forgotten," Odd-ball Bryant's smile broadened, "the lesson you taught me and how loyal you were to the plant—and despite the fact that I had goofed-off all the time, you still tried to help me—yet, you were stern with me and for the first time in my life I learned a bitter lesson. I've come a long way since then, Hack—and I wouldn't be here today—as the owner of this plant if it weren't for you. Yes, I vowed to fire you, Hack—and I've kept that promise—but from now on, you're to be in full charge!"

A great ovation arose from the employees and there were actually tears in the corners of old Hack's startled eyes.

## America's Industries

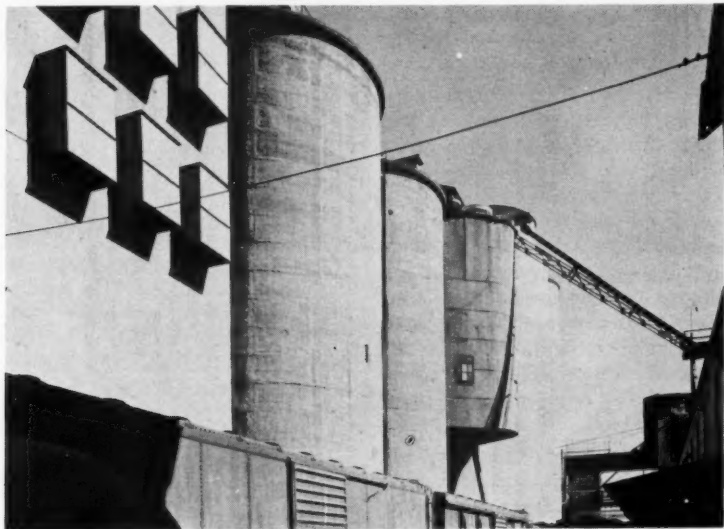
# Food Processing

**B**ACK IN THE EARLY 1800's, just a century and a half ago, farming was "a way of life." The average farmer raised food for himself and four other people. Following the start of the "agricultural revolution" around 1930, electricity, mechanized farm equipment and many other advances boosted the farmers' average production, so that now the farmer feeds himself and 20 others.

*Fewer farmers, working fewer hours on larger farms, are constantly increasing production. Increased ef-*

*iciency and output has progressed as much in the past 17 years as the total increase in the 120 years from 1820 to 1940!*

As a nation, the United States,



**Partial view of corn storage towers at American Maize-Products Co., Roby, Ind. Total corn storage capacity at the plant is 500,000 bushels, enough for 12 days operation. American Maize manufactures over 100 different types of corn starch for industrial and food use, and more than 35 different types of corn syrup.**

with 7 per cent of the world's population (13 per cent of our people are farmers), produces . . . 51 per cent of the egg production, 41 per cent of the red meat and 46 per cent of the fluid milk . . . in the world. Yet this tremendous production of food will be 25 per cent under the needs of the expected population of the United States alone, by 1975.

### **Meat Packers Supply Facts**

Every member of Congress recently received a handbook from the livestock and meat packaging group, the nation's largest food processing business. The American Meat Institute distributed the loose-leaf volume containing basic facts regarding meat production, compiled state-by-state.

The manual points out that the nation's 3200 meat packing plants, scattered throughout 49 states (Hawaii is not included in the compilation), do an annual sales volume (wholesale value) of more than \$12 billion. Looking toward the future, the AMI report says, "Total meat production in 1959 is currently expected to approach 27½ billion pounds." This represents a 6 per cent gain over 1958.

Reviewed by Congressmen and agricultural experts, the AMI manual was judged to be an outstanding report, seeking the understanding of government. The message suggests that the industry is operating at a minimum profit margin and wants no more regulations or supervision

than is now enforced by government. *Business Week*, commenting on the manual, said, "For clues on how business should present its case to government, look at the job done by the AMI . . . it's a new wrinkle in government relations."

### **Progress Continues**

While progress in efficient food processing continues to increase, a similar progress will be made in feeding and breeding of cattle to improve the "raw materials."

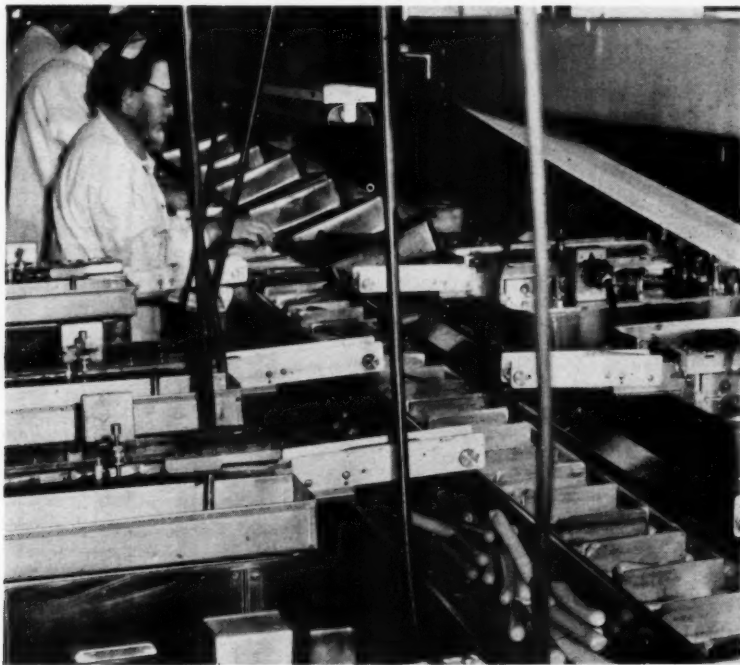
A big change has taken place in the past 20 years. Back in 1930, employees of meat packers were grossly underpaid, down at the bottom of the wage earners. The earning rate has increased appreciably, because of the combined efforts of both management and labor.

Mechanization of the great American meat packing business was the forerunner of mass production assembly lines. There were probably two factors which contributed to this mechanization: (1) The terribly small profit margin of a highly competitive business that had to be constantly controlled; and (2) the extreme temperatures—from freezing temperatures in slaughtering and butchering operations to the extreme high temperatures experienced in the

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## *Next Month...*

*we salute the Iron  
and Steel Industry*



*The process of skinning and packaging "hot dogs" is a steady one at Rath Packing Co., Waterloo, Iowa, which sponsors a management club to improve performance.*

canning and packaging processes. Next to meat packing, the greatest contributor to the nation's "stomach" is packaged foods. Today, virtually everything in the supermarket, as well as in the few remaining "corner grocery" stores, is packaged, including fresh vegetables. Aisle by aisle, can by can and box by box, America's foods are the most colorfully and expertly packaged of any nation in the world. They even provide more coupons, puzzles and cut-outs.

### Hang up the Rolling Pin

The "domestic engineer," as well as the commercial chefs throughout the country, can now "hang up the rolling pins" with which they have long made their own crumbs in preparing special dishes. Kellogg's, one of the world's better known cereal producers

has now come forth with their Kellogg's Corn Flakes Crumbs. Making its bow during 1958, in response to consumer demand, the new product caught on immediately with national distribution attained almost overnight.

Those who know construction claim that the company's newest plant, located in Memphis, was constructed in something less than record time. Begun on March 31, 1958, the first carload of cereals was shipped on January 6, this year. This is Kellogg's fifth plant in the United States and number 15 throughout the world.

### **"Cereal City"**

Since 1889, when the first flaked cereal was introduced to the American public, Battle Creek has become known as the "best known city of its size in the world." Known world-wide as the "Cereal City" Battle Creek's fame has also spread as the nation's health center. It is here, in this thriving Michigan city, that health foods had their beginnings in this country. The Battle Creek Food Co. continues to manufacture about 60 health foods, as well as several cereals.

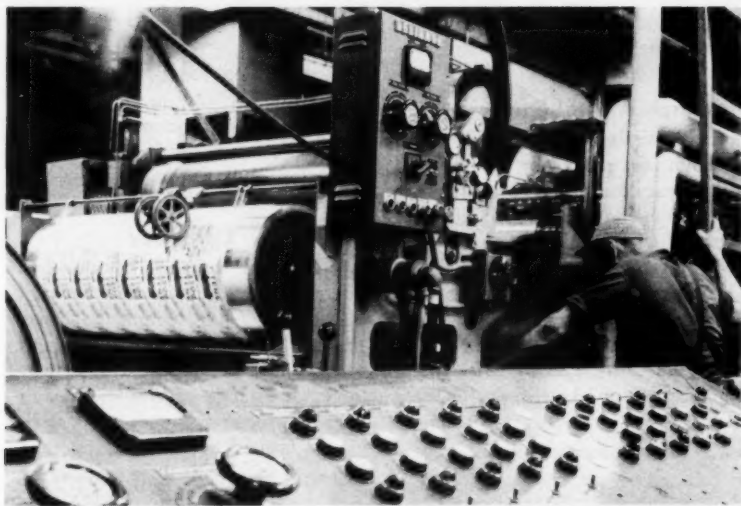
*An employee samples freshly roasted corn flakes for quality control check at the G. F. Post Div. plant, one of world's largest ready-to-eat cereal producers.*

It might be said that the growth of Battle Creek gained its early impetus from the efforts of three men, two of them brothers. It was Dr. J. H. Kellogg who founded the Battle Creek Food Co., producers of health foods. W. K. Kellogg, his brother, who organized the operations of the Kellogg Co., which now pays annual salaries totaling upward of \$22 million. Also vying for top cereal-producing honors was C. W. Post who formed Post Cereals, now a division of the General Foods Corp.

Known as the world's largest baker, the National Biscuit Co. (Nabisco) which has its main headquarters in New York, has a small plant in Battle Creek where it employs about 40 persons. At the "Cereal City"







*This high-speed press is printing cereal boxes at the Battle Creek plant of General Foods Corp. Carton and Container Div., a leading producer of cartons, labels, shipping cases, and box wraps.*

plant Nabisco produces its famed 100% Bran.

It was Post who founded his firm with \$46 worth of equipment and \$22 in materials. In 1958 the company paid out a little over \$12 million in salaries to nearly 2,000 employees. *Food Topics* magazine honored the company and its employees in 1958 for their promotion of Tang and Alpha-Bits. The General Foods Management Club, made up of supervisors from both the Post organizations and the corporation's Carton and Container Div., won a 1958 Excellence Award from the National Management Association.

### **Ingenious Packaging**

With all these boxes of cereals and other packed food products, a natural problem exists in the preparation of boxes. A machine ingeniously designed to wrap the nation's products in soft plastic films was the most important development of Battle Creek Packaging Machines, Inc., last year.

The new machine will wrap at the rate of 75 packages a minute, is adjustable, and will handle a wide range of package sizes. Founded as the Battle Creek Bread Wrapping Co., the company no longer produces bread wrapping machines although

it has manufactured 80 different types of machines with 25 or 30 models of machines now in production.

### Research A Vital Part

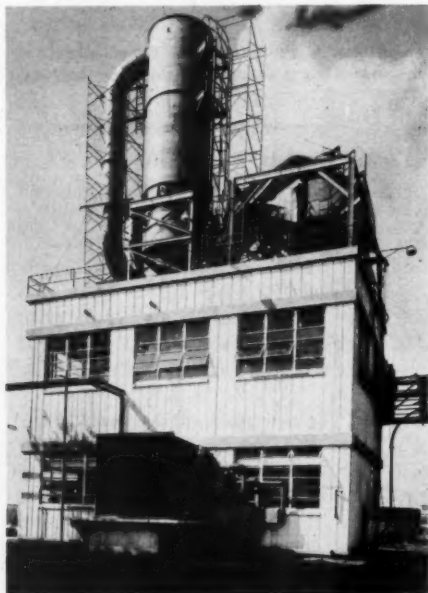
Emphasis is strategically placed on research by practically every food processing company. Early in the 1920's General Foods began development of its scientific research and in 1939 the corporation established the GF Central Laboratories in Hoboken, N. J. The assignment then was the development of new products and to improve quality. These facilities were replaced in 1957 by the world's largest and most modern . . . "General

Foods Research Center" at Tarrytown, N. Y.

From frozen foods, coffee, Jell-O puddings and cereals to packaged cake flour and a host of other products, General Foods might be considered a cross section of America's processed foods industry.

### Production Efficiency

Continuing to be the key throughout the food industry will be production efficiency. From the cereal pack to the thin package of sliced bacon and the expertly frozen vegetables, thousands of employees wait daily to process and wrap food products to satisfy our appetites. Behind all these processing people stand the world's most aggressive farmers and agricultural scientists. Dieticians will continue to search out new sources of food energy and methods of preparing more delectable dishes with greater nutritive value.



*Built in 1952, this starch flash drier was the first in the U. S. Operated by American Maize-Products Corp., Roby, Ind., it is made almost entirely of stainless steel. The unit has a drying capacity of 300,000 pounds of starch per day. An important segment of the food industry, American Maize-Products produces starches, syrups, acids, feeds and other by-products from more than 40,000 bushels of corn . . . every day.*

# Good Managing ... to Prevent War

by William Keifer

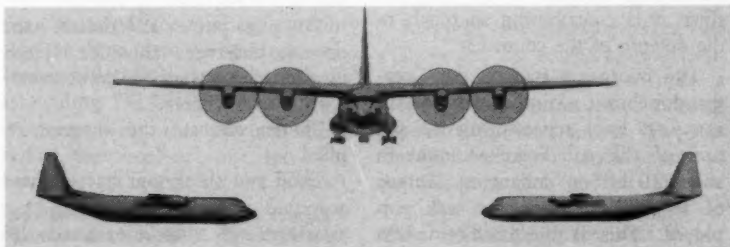
***The Strategic Air Command must  
be near-perfect in its management  
---and must continue to be.***

THE ONE ORGANIZATION in the Western World which must be the best-managed, very likely is—and it must continue to be. The Strategic Air Command, the West's major deterrent force against aggression, must be in combat-ready condition at all times, and this high-tension state must have near-perfect management behind it.

Old Warrior Winston Churchill has commented on SAC's readiness, and thus indirectly on its management. Not long ago he said: "The United States Strategic Air Command is a deterrent of the highest order, and maintains ceaseless readiness. We owe much to their devotion to the cause of freedom in a troubled world. The primary deterrents to aggression remain the nuclear weapon and the

ability of the *highly-organized* and trained U. S. Strategic Air Command to use it."

And the Russians are aware of SAC's proficiency, too. Recently, a Russian spokesman began a speech before the United Nations Assembly, a diatribe which was to repeat an old Russian propaganda campaign against the Strategic Air Command and its more than 50 bases which form a great circle around Russia.



The spokesman denounced the bases as a violation of the individual sovereignty of foreign countries; he denounced the pacts which made the location of the foreign bases possible, and then he launched into a lengthy denunciation of the SAC training flights, which are scheduled around the clock, often close to Russia's borders, with bombers loaded with atomic weapons.

SAC's "force-in-being"—the retaliatory force ready at any given time of attack—is of first concern to Russia, and military strategists generally anticipate that SAC bases will be the first to be attacked in the event of war.

### **SAC is Big Business**

However much this idea may exalt SAC's role, the public is very little aware of it, and thinks instead of Russia attacking major cities first; this may be due to the necessary emphasis in some cities on civil defense, and partly, to local pride—that is, what city does not have spokesmen who claim proudly that if the United States were to be attacked, their particular city would be among the first to be bombed, since it is contributing so much to the defense of the country?

The enormous role of the Command makes it a big business. SAC's assets—a total representing 22 per cent of the Air Force—amount to about 10 billion dollars, an average of \$49,000 in assets for each employee. This is big business when

you consider that the amount of assets per employee in General Motors is about \$13,000.\*

Just as big business is not without its big problems, so SAC is not without big problems of its own. In the Command, the leading problem by far is the retention of highly-trained personnel, particularly pilots and ground officers.

During the last war, one of the running criticisms of the Air Force, justified or not, was that there appeared to be too many officers. Now, 14 years after the war's end, the Air Force is painfully short of these trained personnel; of the officers SAC now has under its wing, 37 per cent have not yet completed their training, and after completing their training, many highly-qualified men leave the Air Force.

Recently, a B-47 observer, talking to a pilot with whom he had flown on several training missions, said, "I'm thinking of getting out—as soon as my enlistment is up . . . so I expect you'll be training another observer . . . I'm sorry about that—I like the outfit, but my wife has the idea I'd better get back to civilian life and start learning a trade."

The pilot put an affectionate hand on the observer's shoulder. "Herb, how long have you been an observer? Two years? Three?"

"Three, almost," the observer replied.

"And you think you haven't been

\* Figures used in this article were compiled by the USAF about 12 months ago.

trained? . . . that you haven't learned a trade? About 25 months of that three years were nothing *but* training!"

"I know that . . . but I can't fly all my life!" the observer answered, turning away.

There is a good statistical chance the observer took his wife's advice and failed to re-enlist.

### **Problem to Get Worse**

Biggest officer retention problem is with pilots. The average age of front-line bomber pilots—aircraft commanders—is 35. These men have over 4,000 hours of flying time, on the average, and 62 per cent have combat experience. Obviously, as time goes on, fewer and fewer of the combat-ready pilots will have had real combat experience; air strategists expect that the manned bomber will be the workhorse of SAC for some time to come, so the pilot problem is expected to get much worse before it gets better.

Loss of experienced officers is not only a drain on SAC's efficiency, but also its funds. In 1957, the Air Force lost 4,000 officers, many of them working with the Strategic Air Command; the total replacement cost for these men—in training, uniforms, billeting and food—was an astounding \$414,000,000!

Along with the officers, other skilled personnel are lost, too. For example, for every six jet aircraft mechanics trained in the four-year enlistment tour, only one mechanic

will re-enlist; the other five—along with their valuable, expensive knowledge—will be lost.

Says an Air Force colonel working in personnel: "Between 1953 and 1956, 90,000 skilled airmen quit. Their replacement cost is almost one and three-quarter billion!"

In SAC itself, 75 per cent of the airmen have less than two years with the command. Nine and one-half per cent are actually combat ready; the rest are in training.

Other than the retention problem, there are two areas of major concern to SAC management.

The first is well known: the rapid obsolescence of equipment—the fact that a bomber, such as the high-flying B-52, may be the best we have one day, and then the next day it may be superseded (at least contractually) by a bomber like the B-58, or a missile with electronic eyes.

### **Lack of Correlation**

The other area of special concern to Air Force managers—and they don't like to talk about it, for fear of offending Congress—is the lack of correlation between planning and funds.

Recently, the newspapers carried a statement by a well-known Congressman, who attempted to make a plea for the manufacture of more of a certain type of bomber. The fact that the bomber was manufactured in the Congressman's district may or may not have had anything to do with his interest in the aircraft, but

it threw SAC management men into a frenzy. They had planned for an increase in inventory of a more modern aircraft, and had already begun training pilots for it. The Congressman's influence would probably upset their plans, at least to some degree, and funds requested for the newer aircraft might be cut in the Congressional committees.

This is one of the most elementary examples of what can happen, but thorough Air Force planning, followed up by Air Force budgetary review panels at all levels of operations, does not always result in much of a correlation between what the Air Force wants and what it gets. Budgetary problems in industry are not nearly so complex.

Retention and budgetary problems are somewhat beyond the control of SAC management officers, but there are many other problems which can be solved by good management practices.

One of these is in the accident field. Accidents have always been a management problem, but SAC recently has been making great progress with a new, strictly-enforced safety program. The proof is in the statistics: The accident rate per 100,000 hours of aircraft operation dropped from 43 in 1950 to less than five in the first three-quarters of 1957. And this progress would probably have been even better if the pilots and crews had not been working harder (and getting older) in the meantime.

SAC good management has also

**Former Manage editor  
Keifer reports on-the-  
spot interviews with  
officers of the Strategic  
Air Command.**

paid off in processing reports and other paper work. Although government officers have long been characterized as loaded with paper, and with clerks to push it around, SAC has not only cut paperwork—through its agency called the "Reports Control Branch"—but it has automated processing of paper work by the use of data processing machines. IBM machines, for example, used by the Air Force since 1940, process maintenance and man-hour reports personnel, supply, accounting and financial records, and training and combat reporting.

An officer in charge of an automated office unit says, "Data processing machines have cut our air base clerk force from 2020 in 1955 to 773 at the beginning of 1958. Those clerks formerly cost us \$6,700,000 in salaries a year. Now we spend \$2,500,000 for the clerks we have left, pay out \$1,900,000 for the rental of the machines, and save the taxpayers over \$2,000,000!

"And just to show you how much time is saved—it used to take us 339 hours to figure out our (mock) bomb-damage assessments after a training run. Now it takes us six hours."

These and other good management



**Assisted by 8 Jato bottles, Lockheed's C-130B Hercules, grossing 135,000 lbs. (maximum take-off weight), roars off Elgin AFB runways only 2,300 ft. from point of engine run-up.**

practices come from many of the same sources used by industry for management training. Air Force officers join businessmen behind ivy-covered walls; George Washington University, Harvard Business School and the University of Pittsburgh are among the colleges where Air Force administrators receive their preliminary management training, and often return for advanced or refresher courses in modern management and finance.

On the supervisory level, airmen take courses in effective management on their respective bases; these courses are usually concerned with local supervisory functions and concentrate their training in a two-week period.

Last fall, management men on the colonel level attended an indoctrina-

tion and financial management seminar at Offutt Air Force Base, Nebraska. Officers heard lectures on such widely-diversified subjects as, "The Future of SAC" (planning); "Missile Plans"; "Flying Safety"; "Operations Policies," and "Missile Target Trajectory Control." Effective management communication in SAC was indicated by the number of policy and planning topics included in the course.

### **The Management Control System**

In industry, the end result of a manufacturing system is the product, and the company can be evaluated largely by the product itself—by comparing it, quantitatively and qualitatively, to competitive products as to design, utility, etc.

SAC's end-product—which, ab-



stractly, is its role as a war deterrent—has been measured by the fact that Russia has not attacked the West; but direct measurement of SAC's ability to strike an aggressor has not been made, because, obviously, SAC's combat-ready aircrews have not been called upon to deliver.

But an indirect method of measuring the efficiency of the Command had to be devised—a method that would not only measure, quantitatively and qualitatively, SAC's readiness, but one that would offer a system of controlling *all* the factors necessary to *keeping* it ready—all equipment and manpower at all times.

Even beginning to plan such a control system was difficult.

As one management officer put it, "You can compare SAC to a huge factory—one spreading over the face of the globe, and directly employing more than 200,000 people in a broad range of occupations and with all degrees of skill.

"And the inventory is complex, too. Take aircraft, for instance. They range from the B-58 to an assortment of elderly administrative planes, each with its own peculiar operational and logistical problems.

"But the dynamic nature of the force was a big problem in the design of the management system. SAC has to maintain a superior war capability at minimum cost, in the face of ever-changing weapons and a large and continuous turnover of personnel."

The management control system was started in 1949. Prior to that time, ordinary management techniques were used, such as inspections of air bases, reports, and visits by staff officers.

At first, only a few activities of SAC were covered by the control system. Since the fundamental mission of SAC is the bombardment of enemy targets, that mission was put under the system first, then reconnaissance for the collection of target information, fighter protection of the bomber force, and base services in support of bombers, in that order.

Quantity and quality were both measured over the entire command. In bombing capability, for example, not only were the total number of bombing runs, navigational legs, proficiency landings and air-refueling hookups counted, but crew efficiency was measured, too.

And, as one colonel in a statistics office put it, "We're not merely interested in how good our aircrews are, but in how many times they can be good."

After the control system was put on the primary function of SAC—bombing—it was then expanded to include aircraft maintenance and all other base operations, including supply efficiency and cost, and what has long been an index of air base morale—the rates of AWOL and reenlistment. Even accidents were taken into account.

Basically, the management control system was simple—a point-score



checklist of all activities necessary to SAC's mission. Standards were set by officers who knew the peak efficiency air and ground crews could reach.

A perfect score was set at 100 per cent, and to date no air base group has reached that goal. One reason for this is that the standards were purposely set high. The other reason is that point-weights for separate activities are changed as the importance of the activities changes with improvements in the Command.

Point-weights are also changed if there is a general slump in certain air base activities. More points are added to the activity so that officers will be better rewarded for bringing the activity back to peak efficiency.

For example, periodically, points are added to re-enlistment recruiting, and the direct result is that a greater number of airmen stay in the Air Force longer.

One commander, whose air base was located in a cold, isolated north-

ern region, had an AWOL problem. Many of his non-commissioned personnel were taking long weekends, and some even took the long haul over the border into Canada. It didn't take much research to discover that the men missed women.

This was an example of a special problem, because the base was in an isolated area. However, no exceptions can be allowed in the management control system, because each base must be combat-ready at all times. Each base commander has his own special problems, and each has to solve them the best he can.

In this case, the solution was to step up entertainment programs and to issue a special invitation to the belles in a town some miles distant to attend weekly dances at the air base gymnasium. Citizens of the town, informed about the morale problem, even provided bus transportation for the girls to and from the base, and it wasn't long before many in the community invited airmen to



***This Lockheed C-130 troop-cargo carrier, originally designed to land on hastily prepared runways, went further and made take-offs, landings, and taxi-runs across rough, unprepared fields.***

their homes for Sunday dinners, and to local dances and parties. Needless to say, the AWOL rate went on a sharp decline as morale improved.

### **Still Another Device**

In addition to the point-weight innovations in the management control system, there is also another management device applied—called "management by exception."

"Exception" in this case means that the best and the worst air base groups (as judged by point scores) are brought up for consideration at an executive management control briefing.

The top 25 per cent—with their special problems and the solutions they found—are brought up as a matter of general interest, as an example to the other SAC air bases. The lowest 25 per cent are thoroughly analyzed to discover what went wrong, and to determine whether or not headquarters management officers should be called upon for remedial action.

As a by-product of the control system, air bases have entered into a sort of unofficial competition for leadership. Although it has not been encouraged by SAC's top management, the competition helps to keep the control system humming.

Among the other major management "tools" used by SAC are these: program plans—or time-phase studies of operations; progress reports—which indicate which operations are "on phase" and which are not; goals

and standards—training requirements and manuals of planning factors for new or changing organizations; scheduling—including monthly assignments of aircraft and men; evaluation of crews—the judgment of their efficiency; combat capability reports—giving the number of crews ready at a moment's notice; no-notice inspections—which may occur at any time, anywhere, in any level of operations; assistance teams—consisting of 30 highly-qualified officers who have experience in all phases of operations, and who work as trouble-shooters whenever inefficiency is indicated; and, finally, the annual progress report, which is like a company's annual report, and serves as the SAC top management report.

### **It's Good Management**

All of which adds up to what is acknowledged, even by the Russians, as very good management.

Throughout history, countries have been attacked by aggressors who have grossly miscalculated the retaliatory power of the opposition, and SAC officials realize that—even at a time when pacifism has been forced on mankind by the infinite forces of the atom—gross miscalculations by an enemy are still possible.

So far, the Russians have made no mistake about the power of the Strategic Air Command.

And the men of SAC management are working night and day, around the world, in the hope that the mistake is never made.

# THE PROBLEM DRINKER

*Management is recognizing  
and learning to help these  
diseased persons.*

*by Yvelin Gardner*

FOR YEARS, INDUSTRIAL EXECUTIVES have been convinced that, "they had no alcoholics or problem drinkers in their companies." Invariably they had in mind the person who had had such a chronic and damaging drinking record that he was virtually unemployable by anyone. Today, through research findings, as well as from intensive general public education which has been followed by investigation by enlightened industrial corporations, a clear picture of the problem drinker in business and industry has begun to emerge.

This person is in the early or middle stages of a progressive disease, so designated by the American Medical Association, and the Industrial Medical Association. This latter group, incidentally, has formed its own Committee on Alcoholism and has included sessions at its annual meetings on alcoholism and the problem drinker in industry.

## **The Masked Pattern**

Chris T. took over the management of a top industrial firm, bringing in his entire "team" with him. His background and previous experience showed him to be well qualified for the job. While things went fairly well during the first year of his tenure, they slipped badly in the second, and the following year

losses of several hundred thousand dollars caused his removal.

During the entire period, there was no evidence of an unusual drinking pattern or irrational drinking behavior. Had anyone intimated that Chris was a "problem drinker," his close friends would have merely laughed or perhaps become very angry. But all the same, Chris's occasional social drinking, which might be likened to the visible portion of an iceberg, masked a pattern of hidden drinking which affected his judgment extremely, and which was responsible for the faulty decisions and poor management. . . for a man of his proved skill . . . that led to his failure on a big job.

While the story of Chris T. took place at a higher level of management responsibility than usual, nevertheless this actual case is typical of what is

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*Yvelin Gardner is the Deputy Executive Director of the National Council on Alcoholism*

meant today by the hidden problem drinker in industry, whether he be in the front office or down on the assembly line.

The hidden problem drinker may be found as a skilled craftsman, a good salesman, a competent executive, or the night watchman in the plant. Like all diseases, alcoholism is no respecter of persons. Some alcoholics are very sensitive, creative and unusually capable. Others may just be average workers. In them, as with problem drinkers in any walk of life, the disease reflects itself progressively, developing usually from a social drinking pattern in the early years, with gradual changes in the individual's reaction to the intake of alcohol. As in the case of our friend Chris, in the earlier phases the symptoms are well hidden. A well-defined series of symptoms and signposts marks his progression as it develops, however. Companies which have undertaken action to meet this problem have effectively used the available material delineating these stages and have found them most helpful in a program of early detection.

### **Information and Treatment**

Companies do indeed have an investment in many skilled employees at all levels. It is not only humanitarian but also sound and efficient management to take advantage of modern information on alcoholism and methods of treatment.

What are some of our companies doing about this today? The Allis-

Chalmers Manufacturing Co. is well known for its efforts in this regard, having now had a program in operation for over nine years. This in-plant program has reduced absenteeism among the problem drinking employees to a point lower than the absentee rate for the general employee staff. Similar improved performance and lower absentee records are noted by the Consolidated Edison Co. of New York which, along with Standard Oil Co., New Jersey, and a number of other corporations, refer their cases upon detection to the University Hospital N.Y.U.—Bellevue Medical Center out-patient clinic for alcoholics.

Both the use and support of this community resource have proved a splendid investment for the companies sharing in its development. In Rochester, the Eastman Kodak Company has utilized, through its medical department, a variety of community resources for referral. Smaller companies have banded together in such cities as Houston and Worcester to share in the use of community facilities for treatment of alcoholics, such as Alcoholics Anonymous, out-patient clinics, doctors and hospitals, as well as alcoholism information centers. In Connecticut, the Chase Brass & Copper Co. in Waterbury takes advantage of the out-patient clinic services provided by the Connecticut Commission on Alcoholism and has proclaimed its own satisfaction with the results.

### When to Act

Just what is involved if a company's management decides to investigate the possibility of a new approach in dealing with the problem drinker? First of all, there must be evidence that the company is involved sufficiently with this problem to warrant a change of policy. An easy way to determine the need for a new course of action is a company survey. This can be done through an examination of personnel records, and need not be costly. Absentee records, disciplinary lists, medical records and performance ratings, when carefully scrutinized, will reflect a pretty clear picture as to whether or not the prevalence of this problem is of sufficient magnitude to warrant action.

Assuming that the decision is in the affirmative, it is then necessary to determine clearly what policy will be followed. Companies such as have been mentioned above, and all others which have undertaken a new approach to the problem-drinking employee, have done so on the basic premise that it should rightfully be dealt with as a health problem rather than a disciplinary matter. This is by no means to say that "drunks are to be coddled." If the company accepts the problem-drinking employee as a sick person (some companies even go as far as to include this type of employee in the sickness benefit section of the employees' benefit routine), it is definitely expected that he will undertake and continue

the recommended regime of help and therapy. Sanctions will still be imposed if the employee refuses to cooperate.

### Determine Procedures

It is then wise to determine the procedures which will carry out the policy. Some companies have a more limited procedure for implementing policy than others. As a minimum, some arrangement can be made with local chapters of Alcoholics Anonymous for referral of cases. As a means to early detection of cases, the medical and personnel departments can certainly develop a workable plan whereby cases coming on the disciplinary rolls and showing a fairly regular record of absenteeism, can be studied and investigated. It is always made clear, whatever the procedure, that while the company will offer a limited therapeutic assistance, it is up to the employee to show some willingness to cooperate and accept help when it is offered. The community sources for referral should be well scouted, before any program is launched, and these resources can be utilized for the long-term treatment.

When policy and procedure have been determined, they should be completely and clearly delineated to employees through normal media. Key persons, such as foremen, supervisors and shop stewards, should be oriented to the nature of the problem as well as to the new policy of the company, and with a scrutiny of the carefully prepared material which is today

available, they can become most astute at early detection of early symptoms of problem drinking.

It is well, where a union contract is in force, to suggest that the union share in planning the program and determining procedures. Labor organizations are usually most cooperative in this modern approach to problem drinking among workers.

The policy will normally be executed through the personnel or industrial relations departments, but diagnosis, referral and treatment should go through the medical department.

### **Types of Programs Vary**

Finally, it should be made clear that large-scale in-plant programs are not absolutely necessary in order to detect and prevent problem drinking in a company. If simple procedures are initiated, the real job of long-term treatment can be carried out through community resources. For those companies not aware of the growing number and variety of resources for the treatment of problem drinkers which are in existence today, alcoholism information centers exist in most major areas, and these can be an invaluable aid to the medical department in determining available services and in deciding upon the best possible referral. These

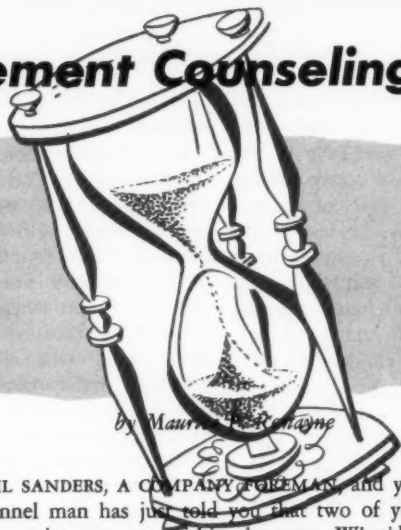
*Companies desiring to investigate a new approach to the problem drinker can obtain information from the: National Council on Alcoholism, 2 East 103rd St., New York 29, N.Y.*

also provide the all-important service of orienting the family of the problem drinker to the nature of his problem and how to handle the "home situation,"

perhaps one of the most important phases of successful rehabilitation. Out-patient alcoholism clinics exist in 138 areas in the United States today. The groups of Alcoholics Anonymous are a most effective resource for long-term recovery and are available almost everywhere. Community programs on alcoholism have today stimulated the acceptance of alcoholic patients in general hospitals within many communities on the same basis as any other patients in an acute state of illness. And of course, much can be done by an interested and alerted medical department itself.

Over 80 corporations today have changed their approach to the problem drinker in industry. While the type of program instituted may vary, they all have agreed on one thing: Their experience has shown that treating the problem drinker as a person suffering from a medical condition has not only restored many valuable workers to the fullest possible productivity, and has saved the hidden loss of thousands of dollars, but also has proved indirectly to be a splendid form of public relations. It pays to be a "good neighbor!"

# Retirement Counseling



**Y**OU'RE PHIL SANDERS, A COMPANY FOREMAN, and you have a problem. The personnel man has just told you that two of your men will reach the compulsory retirement age within the year. What'd you do? It's kind of a surprise for you, as you had never thought of these men being much older than yourself. Why, you'll probably have to retire yourself within the next five or six years. And how can you help these older fellows to prepare for retirement?

## Facing the Problem

Many foremen like Phil Sanders are facing this same problem in American industry today. Until now, they never gave much thought to retirement, either for themselves or for the people under them. Yet this problem becomes more important as an increasing number of busi-

nesses and industries begin to require employees to retire at an earlier age.

No longer is it so obvious to the supervisor that a man is approaching retirement age. In the old days, a man generally kept right on working till he felt he could afford to retire or, in some cases, he died while still working. The foremen knew who the older men were. Generally, it came as no surprise to the foreman when an employee came up to him and said he wanted to retire.

Today men are retiring at a young-

*Another role of the foreman  
and supervisor which needs  
earnest consideration.*



er age. In the past, they probably would have worked to 75-years or until they no longer were able to do so. The employee of today retires between 60 and 65 years of age on the average. Usually, he leaves because he has reached the compulsory retirement age. But sometimes, he retires because he has found that his combined retirement and Social Security pensions will almost approach the amount he can earn by continuing to work.

All retirees face one thing in common. Because of their earlier retirement age, coupled with the successes of medical science in increasing man's lifespan, these men will live ten or more years after leaving the job.

These added years are a blessing. Yet they create problems for those who have not prepared for retirement. To enjoy completely these golden years, one must know how to make the best of them.

### Retirement Counseling

Fortunately, many American business firms now have set up retirement counseling programs for employees approaching retirement. Many of them start orientating employees five years before retirement date. Most plans offer individual and group counseling sessions on retirement problems. All of them give the prospective retirees a great deal of literature describing the company pension plan, Social Security, how to

meet retirement problems, and other pertinent matters.

Unfortunately, these well-thought-out plans may not achieve success in preparing the employee for retirement if they fail to call upon the foremen to help supplement them.

The company foreman is in a unique position where he can help orientate the men to the feeling that they should face retirement with pleasant anticipation instead of gloom and uncertainty. He can work up their interest in learning more about retirement so that they will be motivated to get as much out of the company retirement counseling program as possible.

### The Foreman On His Own

To emphasize the important role of the foreman in retirement counseling, let us assume that our mythical foreman, Phil Sanders, works for a business firm that for some reason or another does not have a formal



"SMILE"



retirement counseling program. If the company did have a retirement program, Phil would go to the industrial relations officer and find out the details of retirement counseling. He would determine how he could best work with the industrial relations director to make retirement counseling a real success.

But Phil, in this hypothetical case, is on his own. His first thought should be, "What would I think my own retirement problems would be?" After a little thought, Phil would probably narrow his retirement problems down to these questions:

• • •

What is my retirement going to be like?

How can I make my retirement income do?

How can I keep my health and get medical care, if I need it?

What can I do with my time after I retire?

How can I earn some money after I retire?

What can I do to have a good family life after retirement?

How can I decide best, where to live after I retire?

What does my over-all plan for retirement look like?

• • •

Our foreman friend may never probably be able to answer all of these questions to his own complete satisfaction, nor will his men be able to.

Nevertheless, these questions are a point from which a logical study of retirement problems can begin.

### Getting the Facts

Phil's first step can start with a trip to the local library to do a little reading on the subject of retirement. Any of these fairly recent books are informative and enjoyable reading.

*Flexible Retirement*, by Geneva Mathiasen, editor;

*How to Retire to Florida*, by George and Jane Dusenbury;

*Longer Life*, by George Soule;

*Positive Experiences in Retirement*, by Otto Pollak;

*Retirement, A New Outlook for the Individual*, by Gifford R. Hart; and

*Where to Retire and How*, by Fessenden S. Blanchard.

After learning a little more about retirement, a telephone call to the local Chamber of Commerce or Better Business Bureau might bring forth some facts on how the community is acting collectively to help the older citizens to adjust to retirement. Many large cities have chapters belonging to Senior Citizens of America, an organization devoted exclusively to serving the needs of the older person. Its national headquarters is in Washington, D. C. A letter for help to the National Committee on the Aging in New York City may bring in the return mail a wealth of literature on the topic.

Prepared now with a knowledge

of what retirement means, Phil Sanders can more confidently and intelligently discuss retirement problems with his men. But nevertheless, he must plan a cautious and rather informal approach to the point where he can discuss retirement with his men so as not to alarm them. A too brisk and breezy discussion of retirement may cause the men to think that Phil wants to get rid of them as soon as he can. At no time should the foreman give the slightest impression that his advice on retirement planning is anything more than friendly counsel with no strings attached.

During the course of the men's last year with the company, the foreman should from time to time try to talk individually to each man who expects to retire. At these informal sessions the foreman can discuss various aspects of retirement, giving the benefit of his own reading on the subject to the man.

Too much about retirement should not be covered at one meeting. Better still to have a chat between foreman and pre-retiree only once a month. One session could be devoted to making sure the older man understands his company pension rights. Another could cover Social Security benefits and how to apply for them. Other sessions could deal with providing adequate survivorship protection for the man's family, ideas for future activities after retirement, possible ways of making extra money, finding a new or cheaper place to

live, keeping one's health, and similar topics of interest to the pre-retiree. The main job of the foreman is to acquaint the employee with some of the facets of retirement and to encourage him to make inquiries in his own particular area of interest.

### **Motivation**

Most important, the foreman should try to stimulate in the man a feeling that retirement is to be looked forward to with pleasant anticipation. He should discourage the man from thinking that he is being thrown on a human scrapheap on the day he retires. Instead, the foreman can point out to the pre-retiree that he has been offered a splendid opportunity to do now all the things he never had time to do before. And that he will have won half the battle if he's made a *plan* for retirement.

### **Conclusions**

Phil Sanders and other foremen can play a major role in counseling employees for retirement if (1) they take the time to learn about the problems the retired man may have to face, and (2) discuss retirement with their men in an intelligent and helpful manner without implying that any advice given must be followed.

Where there is a formal company retirement counseling program, the foreman should be prepared to answer questions on retirement problems. But his counsel should be kept "on tap" until an employee asks for advice. On the other hand, where

there is not a retirement counseling program, the foreman has a responsibility to his men that they know most of the basic facts about retirement. Here he should take the initiative through informal, individual talks with each man to make sure that the pre-retiree has developed some sort of plan for his retirement.

In both situations, the foreman can prepare himself to answer general questions on retirement. His main goal should be to get rid of any fears that the men may have about retirement either by encouraging them to utilize in full the company retirement counseling program if there is one, or by educating them in the basic facts of retirement. If he does his job well, the foreman will lead the men to form their own conclusions that their fears for the future are more imaginative than real. More serious or unusual problems should be referred to a com-

pany or community specialist in that area.

### Final Comment

Remember that the foreman is "Mr. Management" to the average company employee. By his own attitude, the foreman can either make the employee feel uneasy about his future retirement, or he can give the man confidence to face the future. Regardless of whether there is a formal retirement counseling program or not, the foreman plays a highly significant role in retirement counseling. A well-informed Phil Sanders, armed with the truth about retirement, can offer invaluable help in any organization toward resolving retirement questions. Sympathy, understanding, and a little information provided at the right time can give the man approaching retirement the determination to meet his future with both confidence and courage.

## New Styles Coming

NOW THAT INVENTORIES of current styles in men's clothes have been worked off, according to a recent analysis of department and men's wear stores, new styles are in the offing.

In the next four months, according to a New York textile-apparel advertising firm (Henry Bach Assoc.), "the immediate outlook for men's apparel production and sales

is excellent." In the next four months, the most dynamic factor in the economy will be the rebuilding of inventories at both wholesale and retail levels. Prices will rise, however, increased costs in raw material and labor probably cannot be prevented, and fewer markdowns and higher consumer sales (based on new styling) will both add to apparel price rises.

# Problem Corner

by Prof. James Foley

Prof. Foley is associated with the Graduate School of Business Administration, Harvard University.



## Case No. 1:

### The Murphy Electric Company

Hourly base rates at the Murphy Electric Co. were established by an extensive job evaluation plan. On incentive jobs the company's wage rate department established piece work prices—such that an operator working at incentive pace could earn 20% to 30% premium over and above the job's hourly base rate. In Feb. 1959, the wage rate department issued a memorandum to clarify "payment of temporary day work to incentive employees." The memorandum read as follows:

*On incentive work it is sometimes necessary for employees to work temporarily on a daywork basis; it should be noted that the company cannot and does not guarantee full-time piecework to any employee.*

- A. Temporary time spent working on another job when due to lack of incentive work or facilities on employee's own job.

*Pay the hourly base rate, not average earnings.*

- B. Temporary time spent working on own job on regular work without incentive price (i.e., where a reasonable forecast of methods and time cannot be

made to establish a "Temporary," "Special," or "Standard" price).

*Pay the hourly base rate; not average earnings.*

- C. Temporary time spent working on own or another job requiring employee to drop own incentive work to meet production requirements.

*Pay average earnings.*

- D. Temporary time spent working on own or another job when employee's skill, knowledge, and ability are used beyond the requirements of his own job.

*Pay average earnings.*

Shortly after the memorandum was issued, Mr. Bert Leslie, the manager of the wage rate department, was called upon to solve the following problem.

### The Problem—

Norman Wilson was the second shift foreman of the large manufacturing department. Wilson came into the shop one afternoon and saw a large housing being machined on a 48" Gray Planer. The housing was new; it had a curved surface that required special holding devices to fasten it securely to the planer table. Wilson went over to the day shift planer operator, Mickey Owens, and congratulated him on the setup job. The new housing did not yet carry any piece work pieces.

When the second shift began there were about 12 hours' machining time still to be run on the housing. The second shift planer operator, John O'Brien, took over the job from Owens. At the end of the second shift O'Brien came to Norman Wilson and asked him to sign a voucher for average earnings. Wilson refused and signed a voucher only for the hourly base rate established for the planing job. O'Brien submitted a complaint to the wage rate department, requesting that he should be paid average earnings.

Investigating the complaint Mr. Leslie discovered that Paul Kimball, the dayshift foreman, had paid the dayshift operator Owens his average

earnings for the shift on which the special housing was set up and the machining started. Kimball had also paid Owens his average earnings for the last four hours machining that remained on the housing after O'Brien had worked on it for eight hours at hourly base rate earnings.

The two foremen involved made the following comments to Mr. Leslie.

*Wilson:* The housing was on the table when O'Brien came in and took over. I considered the situation coming under paragraph B of the wage rate department's memorandum.

*Kimball:* I paid Owens his average earnings for the work he did on setting up and machining this special housing. To me it came under paragraph D of the memorandum. When Owens came to me and asked for four more hours at average earnings, I didn't see that the last four hours were any different from the first four hours of machining. Under paragraph D, I again paid him average earnings.

I didn't know how Norm Wilson had paid his operator, but even if I had, I still would have gone along with Owens' second request for average earnings.

• • •

*What would be your solution to this problem? Send all replies to: Problem Editor, Manage, 333 West First St., Dayton, Ohio. Replies should be mailed not later than May 20, 1959.*

# ACT ON FACT

by James Black

**W**HENEVER YOU GO TO ANY SORT OF MEETING where employee relations is discussed, probably one of the subjects on the program is entitled, "What to do with the Problem Employee." The speaker gives his audience to-the-point advice on how to handle the chronic absentee, the trouble-maker, the might-be alcoholic, and the indifferent fellow who somehow or other never seems to get his job done right.

There is nothing wrong with the advice, but sometimes it is hard to apply to real-life situations. So you have justification in asking: Is the modern supervisor expected to be a combination production man and practicing psychologist, an expert at straightening out the mental kinks of people who won't, in the terminology of the day, "adjust to the group"?

You may even be frustrated in getting a straightforward answer to your question. Certainly the understanding foreman takes a deep interest in the welfare and progress of his subordinates. Certainly he gives them a helping hand when they are faced with personal difficulties he can assist them in overcoming. But the care and feeding of the full-time

neurotic is a full-time job, so it is not surprising that to the average supervisor, interested in accomplishing a job of work, the man who is unwilling or unable to come up with a normal performance unless someone is there to hold his hand is a constant headache. That's why many an operating foreman will answer the question, "What to do with the problem employee?" with the psychology-bet-darned reply: "Fire him!"

## **Discipline and the Problem Employee**

Of course it is impossible, not even desirable, to eliminate all employee relations problems by such drastic measures as dismissal. But the application of sound discipline, in the educational sense of that word, is undoubtedly the best method of assisting the employee with a problem to solve it by his own efforts. He has no alternative if he desires to con-

A SUPERVISOR'S GUIDE TO INTELLIGENT LABOR RELATIONS

tinue in his job. Furthermore, it is the only way a man can build self-reliance and achieve that degree of emotional maturity that permits him to live as an adult human being.

So long as a supervisor allows an employee to use him as a crutch to compensate for his own deficiencies, so long as a supervisor makes special allowances for an employee because of misguided sympathy for his difficulties, he will have a "problem" worker on his hands. Not only that—he will be creating others. This does not mean that sympathetic understanding of an employee's troubles should be avoided and in its place substituted cold, efficient, impartial discipline. Warmth, sincerity, friendliness and the ability to judge each situation on its own merits and act accordingly are the attributes of the skilled leader. It does mean, however, that you should never mistake "sympathy" for "cloying sentimentality."

### **The Cold Water Treatment**

"The best friend I ever had," remarked a highly successful production engineer who overcame in mid-career a crippling accident, "was a boss who showed me exactly what I had become—a whimpering, sympathy-seeking neurotic.

"I had an excellent record when I lost my leg. The injury happened at work—just one of those unfortunate things. It wasn't the company's fault, nor mine. When, after six months, I returned to my job from the hospital,

I was allowed to do just about as I pleased. Everybody sympathized.

"Eventually I began to take this sympathy for granted—even demanded it. I came to work when I felt like it and I did only what suited me. Subconsciously I believed that since I had lost my leg on a company assignment the company owed me a comfortable living for the rest of my life.

"At last a certain department head requested my services. There was no difficulty about arranging for the transfer. My superior was happy to see the last of me.

"When I began my new job, the boss called me in and in a matter-of-fact way outlined a project he wanted me to carry out.

"'But my leg,' I protested. 'I don't know whether or not I can do what you want. Since my accident my health hasn't been any too good.'

"'See here,' he replied, 'I asked for you because before you were hurt you were a capable man. I want your brains, not your legs—that is, if you haven't destroyed them by self-pity. Your health is excellent. You can do this job, and I expect you to do it. If not, I plan to recommend that you be retired on a disability pension. You're doing no one any good around here—yourself least of all.'

"It was like cold water thrown in my face. At first I was furious. Out of anger I began the assignment—and completed it. Oh, I don't claim that I was cured overnight. But the very fact that my boss treated me like

everyone else, showed me no special consideration, helped me rebuild my confidence. Today I hardly think of myself as a cripple. My handicap is actually an advantage. I have fewer diversions than my associates and can concentrate on my work."

### The Hard Luck Man

Perhaps if Foreman Harold James had heard this man's story his treatment of employee William Jackson would have been different. James was too kindhearted and Jackson the original hard luck guy.

First there was that problem about his wife. She divorced him, and Jackson was frequently absent from work during the courtroom proceedings. After that there was money trouble. Then a long illness compounded his problems.

All through these difficulties Foreman James had given Jackson deep sympathy. He overlooked the slipshod way he was doing his work, made allowances for his absenteeism, defended him from the criticisms of other supervisors.

"Jackson's a good man," he would say when asked how long he intended to put up with his conduct, "and he has 20 years seniority. He will snap out of it if I give him his head. It just takes a little understanding."

### The Development of a Problem Employee

Jackson didn't snap out of it. He became so accustomed to special treatment that he insisted on having

it long after there was any valid reason for giving it to him. He missed work two or three times a month. He was constantly late. He often sought permission to leave early. Even when on the job he loafed and visited.

Finally the inevitable happened. Foreman James called him in and warned him that unless his conduct and attitude improved the company would be forced to use disciplinary measures. For a little while Jackson did better. Then he slipped back into his old habits. For a time his supervisor took no action, hoping that Jackson would realize his mistake.

At last he was forced to reprimand him officially a second time.

"Jackson, this is your last chance. you can either do your work, or I'll have to get rid of you. We have given you every chance. The next time you slip you will be punished. Remember, I'm keeping my eye on



"I tell you something is wrong . . .  
... everything is going right!"



you. So don't try to get away with anything."

Foreman James did keep his eye on Jackson. He checked his work carefully and supervised him closely. Jackson apparently realized he had to measure up or take the consequences. His performance improved. For six months all went well without any incidents.

Finally the employee wearied of well doing. One day Foreman James noticed Jackson was not at his station. He waited for ten minutes by the employee's machine, but there was no sign of him. He began to search. In the men's room he discovered Jackson smoking a cigarette and pleasantly chatting with another workman.

"O.K., Jackson, this is it. You have been away from your machine 25 minutes. You remember I warned you on two occasions that I would no longer tolerate this kind of attitude. Punch your card out and go home."

### **The Dismissal and the Grievance**

Jackson was dismissed—after 20 years service. He was furious. He forgot completely the long months his supervisor had sympathized with him in his many difficulties. There was no gratitude in his heart for those occasions when Mr. James had protected him from the criticism of other foremen. All he could think was, "My job is gone. All those years wasted. It's not fair."

He filed a grievance. The company was adamant. Management was con-

vinced it had given the employee chance after chance and that he had not taken advantage of them. Eventually the dispute came before an arbitrator.

### **Arguments at Arbitration**

The union argued in his behalf, "William Jackson has 20 years service. For 17 years his record was excellent. It is true that personal difficulties caused him to be away from the job from time to time for a period of months. It is also true that illness and poor health interfered with his job efficiency and hurt his attendance record. But after Mr. James' warnings Jackson improved. After the second warning he performed excellently. His performance had been good for six months.

"William Jackson did not mean to be away from his job so long. He had gone to the bathroom but all booths were filled. He was simply waiting for a vacancy when Mr. James found him. The supervisor was so angry that he would not listen to Jackson's story. The employee has testified that he had received permission from the assistant foreman to leave the floor. There were witnesses who confirmed his story that the booths in the lavatory were all occupied. On this occasion Jackson was not loitering—he was simply the victim of circumstances. His supervisor was so prejudiced against him that he rejected Jackson's plea to have the assistant foreman verify his statement. Dismissal is a very harsh pun-

ishment for going to the bathroom. Jackson should be reinstated without loss of pay."

The company countered, "For a long time Jackson's attitude and work performance have been highly unsatisfactory. Because of his seniority his offenses were overlooked or excused for many months. Finally, when his conduct could be tolerated no longer, he received an official warning. When his behavior did not improve he was given a second reprimand and told exactly what he could expect if he failed to do better. Loitering in the bathroom is not an offense that normally calls for dismissal, but when Jackson's record over the past three years is taken into consideration management is completely justified in applying the penalty of dismissal. We simply can no longer afford to have Jackson a member of this workforce. He is a bad influence on other employees. Mr. James' decision to dismiss him was approved by other supervisors who appraised his work. And the assistant foreman who gave Jackson permission to leave the floor did not anticipate that he would be gone for half an hour. Dismissal in this case is entirely warranted."

#### **The Arbitrator's Decision**

After hearing both sides of the argument the arbitrator said, "This is an unfortunate case. The evidence is very clear that for almost three years William Jackson was given every consideration by his supervisor

and that he took most unfair advantage of this leniency. It is also true that he received two warnings before he committed the act that brought about his dismissal. While the employee has been able to show that he actually did receive permission from the assistant foreman to leave the floor, that permission was certainly not intended as authorization for him to remain away for an extended period of time. Nor is it really credible that all the booths in the men's room were filled for 25 minutes. The company's contention that Jackson was loitering on the job has been proved beyond any reasonable doubt.

"On the other hand, we must remember that for six months after Jackson last had a warning there were no complaints about his work. Therefore, despite the fact that his record for the last three years has been generally bad, I think dismissal is too severe a penalty to impose for the specific offense of loitering. However discipline is certainly merited. If Jackson's record had been a good one the company could have still imposed a five-day suspension for his violation of the rules. When the employee's record is taken into consideration a more severe penalty seems justified. Therefore, my decision is that William Jackson shall be reinstated on his job but with no back wages. I advise him to pay conscientious attention to his duties in the future, and regard this as a final opportunity to do his work as

his company has every right to expect."

### Sympathy or Sentimentality

William Jackson's punishment amounted to a 30-day suspension, for that is the length of time he was held out of service before his case came before an arbitrator. We can hope that this punishment was sufficient to make him take a good look at himself and correct his attitude toward his job, his fellow employees and his supervisors. Perhaps it was just the right amount of cold water thrown in his face to make him awake to the realities of his position.

As for Foreman Harold James, we have nothing but sympathy. He was a very human man who did his best to treat an employee with kindness and understanding while he was going through a distressing series of events.

Unfortunately, James' kindness was mistaken for weakness and his sympathy was abused. William Jackson became a problem employee because his supervisor, sorry over his misfortunes, exempted him from the ordinary rules of discipline that applied to everyone else. Jackson became a privileged person who finally got the idea that his privileges were somehow his right. When he had used up the store of good will that his past performance had won for him, his supervisor cracked down

abruptly and hard. Foreman James' patience and tolerance reached the breaking point. He reacted by going to the other extreme.

This case points up a valuable lesson in what social scientists now refer to as "Human Relations." Firm and friendly discipline, the kind that builds team-play and high morale, is the best therapy for the "problem employee." This kind of discipline sets just standards which all must meet. The very existence of those standards prevents the problem employee—unless he is so far gone he is beyond the help of the layman—from being one.

The experienced supervisor will probably agree—people tend to be what you expect them to be, and you don't help a man solve his personal or on-the-job troubles by mollycoddling him. The leader wins respect who uses sympathy and encouragement as tools in helping a man build his own self-confidence, self-reliance and resourcefulness. But the foreman who mistakes sympathy for sentimentality and encouragement as assurance to the employee that he can excuse himself for his failures, is creating even larger problems for the employee—and himself.

The best way to answer the question, "What to do with a problem employee?" is to ask, "What part have I played in making him a problem?"

*This case is based on one that occurred in the aircraft industry. It has been altered slightly to illustrate certain principles of foremanship.*



## Conferences

*Following is a list of NMA educational conferences dealing with various phases of management development and leadership skills. Specific themes are included only when MANAGE has been informed by the conference leaders. Please make further inquiry as indicated.*

• • •

### NMA MANAGEMENT CONFERENCES

May 2, 1959—Morris Harvey College, Charleston, W. Va., sponsored by Southeastern West Virginia Council. *Contact:* S. P. Carter, Montcoal, W. Va.

May 2, 1959—Hotel Lafayette, Long Beach, Calif., sponsored by Southern California Area Council. *Contact:* Syl Fuller, Dept. 23, North American Aviation, Inc., International Airport, Los Angeles 45, Calif.

May 2, 1959—Mayo Hotel, Tulsa, Okla., sponsored by American Airlines Administrative Association, Inc. *Contact:* Richard S. Klan, American Airlines, Inc. Overhaul Supply Depot, Municipal Airport, Tulsa, Okla.

May 23, 1959—Quincy, Ill., sponsored by Quincy Management Club. *Contact:* Neal Harvey, Gates Radio Co., 123 Hampshire St., Quincy, Ill.

• • •

*For the information of MANAGE readers the following conferences, which have come to our attention, are listed for your information—make inquiries as suggested.*

**MENTAL HEALTH IN INDUSTRY**—May 11-12, 1959, Ithaca, N.Y., sponsored by Cornell Univ. School of Industrial and Labor Relations. Will deal with, "How to Use Mental Health Specialists in Industry. *Contact:* Miss Carol Keene, Conference secretary, Cornell Univ., Ithaca, N.Y.

**ASME SEMI-ANNUAL MEETING**—June 14-18, 1959, St. Louis, Mo., sponsored by the American Society of Mechanical Engineers. Rocket engines, new tire cords and economy in supersonic plane design will be a few of many topics discussed. *Contact:* L. S. Denegar, 29 West 39th St., New York 18, N.Y.



# BOOKS

**MANAGEMENTICS, The Application of Operations Research**—by *Management Perspective Series, Lafayette, Ind.*, (255 pp), \$8.50

Staff writers for Management Perspective series believe that most of the material presented up to this time is either written in non-understandable mathematical jargon or merely gives a set of cook book rules for solving unrealistic and special problems. Illustrative examples are used throughout this book to suggest application to a large number of production, distribution, management and control functions in such a way that industrial persons having less than engineering mathematics can read it.

• • •

**HOW TO TRAVEL WITHOUT BEING RICH**—by *William Strong, revised and enlarged by A. Milton Runyon, Doubleday and Co.*

A handbook for the financially handicapped, the late William Strong's original book sold over 30,000 copies since its publication over 20 years ago. It now has been completely revised and enlarged by Mr. Runyon. Illustrated with many pages of black and white photos and maps, this new edition contains an additional section, which covers favorite economy tours, travel tips, and economy transportation. Traveling amounts to an investment in yourself, assures the opening chapter, "Certainly You Can Travel."

• • •

**LABOR-MANAGEMENT RELATIONS**—by *Clarence E. Bonnett, PhD. Exposition Press, Inc., New York.* (960 pp), \$10

Subtitled "Both Sides of the Union and Picture from the Public Viewpoint," the book permits both labor and management to point out the dangers inherent in their growth. Authorities claim that LABOR-MANAGEMENT RELATIONS will become a classic reference work and is considered vital for all employers and wage earners who are active in management and labor affairs. The author, who has studied labor-management relations for half a century is a former professor at Tulane Univ. and the College of William and Mary. The text of the book is profusely illuminated by a collection of cartoons and pictures, dating from 1877 to 1958, which have been carefully chosen to be, "representative of: (1) the number used by each group respectively, the union's predominating; (2) types, which vary from the crude sketch to the highly artistic drawing; and (3) the best available for the purpose and place in the text."

**REPORT TO THE MEMBERSHIP** (Continued from page 2)

The growth of NMA area councils is the result of their excellent educational programs and conferences. These programs include many subjects in management development with experienced industrial leaders conducting the workshops.

The foreman may capitalize on existing knowledge in his particular field, but he must also keep abreast of changing methods and new techniques in management development to assure future growth of himself, the community and the nation.

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## FALL IN LINE WITH NMA IN '59



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### NMA CLUB ANNIVERSARIES

**MAY:** 15 years—Dahlstrom Management Association, Jamestown, N. Y.; Mirro Management Club of Two Rivers, Two Rivers, Wisc.; 5 years—Hussmann Canada Management Club, Brantford, Ontario, Canada; Management Club, Hughes Tool Co., Aircraft Division, Culver City, Calif.

**JUNE:** 10 years—Solar Management Club, San Diego, Calif.; 5 years—Sylvania Electric Management Club, Burlington, Iowa; Universal Foundry Management Club, Oshkosh, Wisc.



## Minds, too, need cultivating

Good crops spring from fertilized and tended land—great thoughts from enriched and disciplined minds. Nourish the mind, and the harvest can be bountiful beyond all measure, for the mind contains the most precious of all seeds—the ideas that shape our world.

Our nation, up to now, has been richly rewarded by the quality of thought nourished in our colleges and universities. The kind of learning developed there has been responsible in no small part for our American way of life, with all its freedom, all its idealism, all its promise.

That is why the following facts should be of deep concern to every American:

1. Low salaries are not only driving gifted college teachers into other fields, but are steadily reducing the number of qualified

*people who choose college teaching as a career.*

2. Many classrooms are already overcrowded, yet in the next decade applications for college enrollment will **DOUBLE** in number.

Our institutions of higher learning are doing their utmost to meet these challenges, and to overcome them. But they need the help of all who hope for continued progress in science, in statesmanship, in the strengthening of our democratic ideals. And they need it now!

If you want to know more about what the college crisis means to you, and what you can do to help, write for a free booklet to:

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